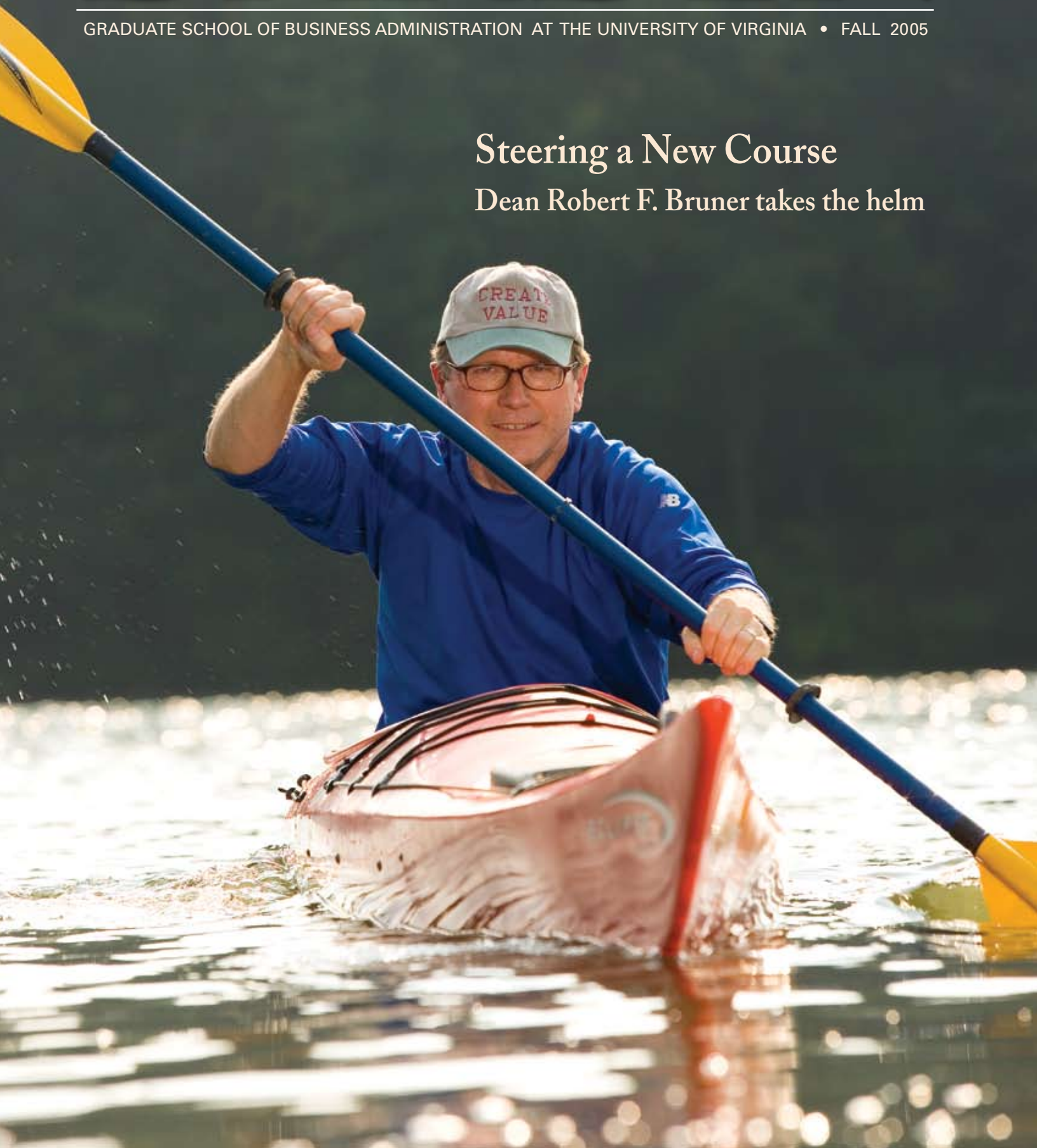


DARDEN

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION AT THE UNIVERSITY OF VIRGINIA • FALL 2005

Steering a New Course

Dean Robert F. Bruner takes the helm



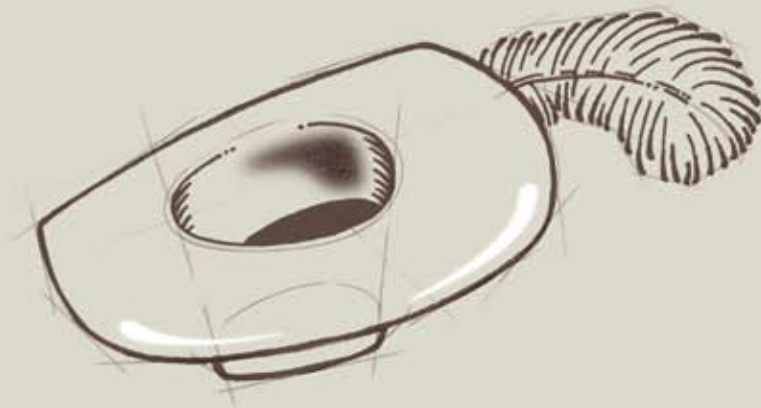
Can't think of
ONE
reason to give to the annual fund?
— — — — —
SOON ENOUGH, WE'LL GIVE YOU
50



Get off the bus, Russ. Make a new plan, Fran.
No need to be coy, Troy. (Oops, that's a
different list of 50). Help us celebrate our 50th

anniversary by celebrating all that Darden is and
all that it can be. Check your mail soon for our
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**UNIVERSITY
of VIRGINIA**

DARDEN SCHOOL OF BUSINESS



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EDITOR
Stephen Evans

GRAPHIC DESIGN
Susan Wormington

PHOTO CREDITS
Ian Bradshaw, Chantelle Bailey,
Tom Cogill, Steve Evans, Jon Golden,
Lauren Killgallon, Jack Looney,
Jack Mellott, Andrew Shurtleff,
Susan Wormington

CONTRIBUTORS
Megan Brinton
Anne Decker
Beth Schmid

VICE PRESIDENT of
COMMUNICATION & MARKETING
Ken White

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UNIVERSITY
of VIRGINIA

DARDEN SCHOOL OF BUSINESS

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from the dean



Dear Darden Alumni,

Your devotion to Darden and selfless contributions of time, talent and capital ensure that our school stands among the best graduate business programs in the world. I believe in the fundamental goodness of the legacy we are creating and am honored to serve you as Dean of this great institution. With pride I present to you the fall 2005 issue of *Darden* magazine.

Darden is poised before many opportunities—by harvesting them we will strengthen and enhance the school in many ways over the next 10 years. This year we are planning and implementing improvements in curriculum, programs, faculty, research, and staffing. We will expand our world-class faculty with the best talent available, further enhancing our reputation as “the go-to place” for compelling ideas about best practices in business. But we remain constant in our commitment to be the premier school in excellence in delivery of the classroom experience.

As we pursue our strategy of financial self-sufficiency, worldwide competitive pressures will require creative solutions. We compete internationally to attract the very best faculty and students. Endowing more professorships and scholarships will help Darden gain a competitive edge in the field. The new MBA for Executives program, to be launched in June 2006, will provide a superb curriculum for a demanding clientele, while giving the school additional revenue streams in this important and rapidly growing market.

Dovetailing with these efforts, the Darden Board of Trustees has endorsed our vigorous branding efforts. Our message and presentation are powerful and unique. This is by design. A more complete description of the initiative and an example of the advertising campaign can be found on page 12 of the magazine in your hands. For the next two years we will celebrate the school’s 50th anniversary, a key milestone in Darden’s rich history. We will continue to build the Darden School brand in the eyes of the public, potential applicants and our many stakeholders throughout the world.

We’re seeing results. Darden has risen this year in key national rankings of business schools. You can read the details on page 10. But Darden offers more than the rankings can measure. Ours is a transformative educational experience, a leadership development program with mastery of best practice tools and concepts of business administration. We emphasize virtues of business ethics, integrity, innovation, communication, teamwork, and action-oriented decision-making. Our mission speaks for itself: to educate leaders in the world of practical affairs.

The Darden Experience and the legacy built upon it are now 50 years old. I tell you with the utmost confidence that we can anticipate an even greater 50 years ahead.

Best regards,

A handwritten signature in dark ink, appearing to read 'Bob'.

Robert F. Bruner



over coffee.....

Tulane Students Join Darden Community in Katrina Aftermath



Stacy Babovich and her boyfriend Janusz Lehmejian-Karaszewski had scarcely begun their final year in the MBA program at Tulane University when Hurricane Katrina submerged New Orleans under 20 feet of water. Within a week they would begin rebuilding their lives and resuming their academic careers at the University of Virginia's Darden School of Business. That week seemed like a lifetime.

They were among the fortunate who evacuated New Orleans as the hurricane struck on August 29, making their way to a motel in Memphis where Janusz (pronounced "Yanush") watched sketchy news reports of the unraveling disaster and mulled his options. After two days, Stacy returned to Louisiana to check on her family in Baton Rouge. Janusz drove on to his native Virginia, heading for Fairfax County. He stopped overnight in Charlottesville to stay with friends. The next morning he heard local news reports that U.Va. President John Casteen III would open the University to undergraduate students displaced by the Gulf Coast disaster. Janusz knew Darden by reputation, having grown up in Manassas, Va. He called the school to inquire about graduate students.

"Within 24 hours Darden had a game plan in place," he says. "It was just amazing."

Janusz and Stacy were offered immediate admission to the Darden School of Business as Second Year students. The program, which was in rapid development even before Janusz called, is part of the school's effort to help displaced MBA students in the wake of the worst natural disaster in a century on U.S. soil. Since the program was announced Sept. 2, seven MBA students have arrived at Darden to continue their educations, said Darden Registrar Kitty Smiley.

"We have several more students who we expect to join us for the second quarter that begins in October," Smiley said.

Darden offered visiting student status initially to Virginia residents who are full-time MBA students currently enrolled in a university closed due to the hurricane.

"We will do our best to extend this opportunity to all students, not just Virginia residents," Dean Bob Bruner said in announcing the initiative.

Larry Mueller, Darden's Director of Financial Aid, explained the logistics of the program.

"If a student has already paid tuition to a graduate business school that is closed due to Hurricane Katrina and has been accepted as a visiting student here at the Darden School, we are covering the required tuition and fee costs of the University of Virginia's Darden School of Business with our reserve monies," Mueller said.

Janusz and Stacy said they are just grateful to be continuing with their lives.

"Tulane modeled a great portion of its curriculum on Darden," Janusz said. "Even the honor code is very similar to U.Va.'s honor code in wording. We're adjusting to the case study approach. Me, personally, I prefer the case method."

"The students here have been the most welcoming, just the nicest—I'm overwhelmed," Stacy said.

Janusz received his bachelor's degree from Georgetown University and Stacy completed hers at George Washington University, although they met at Tulane. Their plans are to complete their MBA degrees, although the precise details of the how and the where remain unclear. Tulane has announced it will remain closed through the fall semester.

When the hurricane struck, Janusz said the hardest experience was watching the situation unfold on television. "You don't want to watch and you can't look away." Stacy nodded in mute agreement.

They arrived at Darden on Labor Day. The Darden registrar and Marsh Pattie, interim director of student affairs, helped them get acclimated and find a place to live. They also connected the new students with their fellow Second Years. An accomplished singer, Stacy has joined the Cold Call Chorus, Darden's a cappella group. Janusz said he was pleased to discover a grand piano in the South Lounge. "I didn't think I was supposed to touch it," he said, "but a student told me, 'Oh, no; that's for everyone.'" So he sat before the keys and began to play.

Their welcome reception, he said, has been incredible. "I want to say how amazing everyone has been, how kind they have been to us since we got here to Darden. Not just the university but

the City of Charlottesville as well.”

Stacy said her family made it through the storm relatively unscathed. Her parents own a business and have been working to help their employees recover from the storm. Stacy’s sister was to be married in New Orleans. The wedding has been postponed indefinitely, Stacy said.

Janusz paraphrased Einstein when he said, “What we continue to discover is that in the middle of difficulty lies opportunity. We’re very happy to be here.”

“We’ve leaned on each other to keep going through this,” Stacy said. “When one of us slips the other is there to catch.” ♦

Darden Professor Raises Bar for Entrepreneurial Journal

Professor S. Venkataraman (“Venkat”) has edited the academic publication, *Journal of Business Venturing* (JBV), for the last 10 years. According to the latest available data, the journal is now ranked in the top 15 on a highly prestigious list of academic publications that includes the Harvard Business Review.

“Both Sarasa Subramony (co-editor) and I are proud of this achievement because on June 30, we completed 10 years of editorship of the journal, and we now rub shoulders with more mainstream journals,” says Venkat. “When we took over the journal we had only 60 submissions a year. We now average 240 per year and we accept about 30 papers per year, giving us a 12% acceptance rate. This puts us in the exclusive club of highly selective journals.”

The *Journal of Business Venturing* provides a forum for disseminating superior empirical and rigorously developed theoretical findings in four key areas: entrepreneurship, new business development, industry evolution, and technology management. In addition to manuscripts submitted by leading scholars and practitioners, the journal also publishes invited papers by selected authors with a topic of special concern in its Executive Forum column. In the interest of cultivating international research in the field, the journal also features an annual international issue devoted solely to non-U.S. authors or topics. ♦

Darden-Yale Venture

Darden and Yale University Press joined forces this spring to develop and publish a series of business books on innovation and entrepreneurship.

“Our mutual goal is to publish two books as a part of this series each year,” said Kathie Amato, director of Darden Business Publishing, who announced the partnership in May. Amato and her team are also drawing on the talent of Darden’s Batten Institute, a think-tank devoted to entrepreneurship and innovation in business.

Former Dean Robert Harris played a pivotal role in promoting the joint venture, Amato said.

“First and foremost, we’re working with one of the premiere business schools in the world,” said Michael O’Malley, editor for business, economics and law at Yale University Press. “And partnering with the Batten Institute, the faculty and fellows who are working in entrepreneurship, means we will be able to publish the best leading-edge books on entrepreneurship and innovation.”

Uniting the resources of the Darden and Yale presses “will not only enable us to provide the best books in these areas, but make them available to a broad audience—both the academic and business communities,” O’Malley said.

O’Malley visited Darden in April 2004 when he met with faculty to learn about their research and manuscripts in development. He also spent time with faculty associated with the Batten Institute, and said he remained impressed with Darden faculty and research. While the initial plan was for Yale University Press to publish a few stand-alone books by Darden faculty, O’Malley and Amato soon realized there was potential for the two organizations to join forces in a publishing partnership.

Darden and Yale University Press staff will jointly select manuscripts for the series. Darden will be responsible for arranging peer reviews of the books by experts in each subject. Yale will edit, print, and distribute the books.

An editorial board will oversee the review process for each text, with Darden Professor S. Venkataraman

serving as overall editor for the series. Board members will also contribute introductions to books in this series.

Darden Business Publishing provides an array of business education materials, including text and multimedia case studies, simulations, and e-learning products. The publishing unit of the business school also maintains alliances with publishers and distributors to integrate Darden case materials with textbooks and online learning sites. ♦

Governor Mark Warner Visits Turnaround Specialists at Darden

Virginia Gov. Mark R. Warner visited Darden in June to welcome the new group of turnaround specialists from schools throughout the Commonwealth. The Virginia School Turnaround Specialists Program (VSTSP) is part of his “Education for a Lifetime” initiative and is being conducted by the University’s Partnership for Leaders in Education, a joint initiative of the Darden School and the Curry School of Education.

“This program is about education leaders from all over Virginia coming together to help students and schools achieve,” Governor Warner told the educators on June 26. “You were selected for this program because you already have demonstrated that you have the skills and the experience to overcome adversity in many of our troubled schools. I have seven more months in this job to watch you, but I’ll still be following your progress after I leave.” ♦



Darden Taps New Director of Exec Ed

Darden named David Newkirk as the new CEO of Executive Education. Newkirk brings nearly 30 years of experience working with global companies on issues of strategy and organization, as both an executive and a consultant.

“Executive Education is increasingly important to organizations, as their management’s capabilities become even more critical to delivering their strategies; to individuals as they must continually develop their skills to succeed in an ever-changing environment; and to Darden as it fulfills its mission to improve society by developing leaders in the world of practical affairs,” says Newkirk. “In today’s world, people are strategy. And the best CEOs view executive education as a strategic tool. Our offerings of custom programs, open enrollment courses and soon, the MBA for Executives, are simply different means of helping companies develop leaders. I like to view Darden as fulfilling a single mission with multiple products and modes of delivery, in which we are customer oriented, innovative and integrated.”

Newkirk believes Executive Education must play a broader role. “Unlike a business, we cannot measure ourselves simply by financial standards—we’ve got to be a contributor to the University.”

Notably, Executive Education is also a critical source of opportunity for faculty to meet clients, drive research, and hone their teaching skills, Newkirk adds.

Dean Robert Bruner announced the new member of the Darden Community in August.

“I’m thrilled to have someone of David’s caliber on the team,” Bruner says. “We’re looking forward to him taking Executive Education at Darden to the next level of success.”

The new CEO also envisions an opportunity to work with Darden alumni as they renew and revitalize their professional development. Management, the business environment and people themselves are changing all the time. “Even the world’s best business-



David Newkirk (left) with Professor S. Venkataraman during an executive education class break

degree probably needs an occasional tune-up today,” Newkirk says. “By 10 years out, our MBAs are in new places in their careers and in new places personally.”

He stressed that on arriving at Darden he found a program in excellent shape. “We had a great year last year. We expanded our client list and rose in the rankings. We don’t have a lot of remedial issues to address. Our teaching and course design is world-leading. Our service delivery is great. Part of the Darden magic is the experience. But we constantly need to renew and extend it. We need to improve our dialogue with potential clients. The first thing to do in innovation is talk to our most challenging customers. And listen. Obviously, we’ll be talking to our alums.”

Another objective involves growing the program and planning for the future.

“Darden is all about teaching,” Newkirk says. “Executive Education even more so. Our senior faculty are already recognized as great teachers. But I believe we also have the stars of the future on the faculty now.”

Newkirk was formerly a Senior Vice President of Booz Allen Hamilton and served as a partner of the firm from 1991–2004. As a consultant, he worked with consumer-oriented companies on strategy, organization, marketing, and operations. As a manager of the firm,

he served as Director—European Operations, Chairman—Asia Board, and Head—European Consumer Practice. He also led the firm’s strategy practice.

More recently, he was a member of the United Kingdom’s Competition Commission, an independent director of the British Government’s Energy Group Advisory Board and a member of London Business School’s Global Advisory Board. He is also non-executive Chairman of ESG Re, a Bermuda-based specialty Reinsurance Company.

Newkirk has also been a senior executive at American Express, where he held a series of management positions in the U.S., Hong Kong and Europe. He holds degrees in mathematics and philosophy from Carleton College and Oxford University, where he was a Marshall Scholar. He moved to Charlottesville from London with his wife, son and daughter.

He succeeds former Associate Dean for Executive Education, Brandt Allen, who returned to teaching on the Darden faculty. Under Allen’s leadership, the program jumped to 2nd place in the 2005 *Financial Times* survey of US Executive Education open programs, up from 4th place last year. Overall, Darden Executive Education ranked firmly in the Top 10, with the #1 honor for senior management programs. ♦

SY Student Awards for Excellence

Nineteen Darden students were recognized for academic excellence and service to the School and the University of Virginia at First Coffee on Aug. 31. Second Year Andrew Gonce received both a Shermet Award and the Samuel Forrest Hyde Memorial Fellowship, which is presented annually to the student whose contributions most influence the ability of the Darden School to reach its objectives and who shows the greatest promise of a successful career.

Professor James Clawson opened the event by asking for a moment of silence for the victims of Hurricane Katrina, and then introduced Davies Bisset, Chairman of Darden's 50th anniversary celebration. Bisset invited faculty, staff, and students to participate in the September kickoff of Darden's 50th anniversary.

Professor Robert Spekman presented the Strauss Award for excellence in marketing to Second Year Eleanor Off.

Marsh Pattie, interim director of student affairs, presented the C. Stewart Sheppard Award for community service to Dae In Cha, Shanna Meaghan Deng, and Marcie Elizabeth Scott.

The Sheppard Award is bestowed for "non-academic service to the school and/or University of Virginia communities for activities that benefit school and university constituencies."

Clawson presented the Shermet Award honoring academic excellence to 15 students: Melani Lewis, Tom Fruscello, Kurt Woolley, Andre Duarte, Xingcheng Hua, Laura Jacobs, Andrew Gonce, Barry Kesler, Julia Wilson, Robert Northrop, Jay Bilely, Joe Jordan, Julianne Ray, Christopher Kenny, and B.T. Remmert.

Dean Robert F. Bruner closed the ceremony by encouraging the students to celebrate values and ideals recognized by Darden and to "go forward and work hard." ♦



SY Andrew Gonce, recipient of a Shermet Award and a Samuel Forrest Hyde Memorial Fellowship.



Far left: **Ellie Off**, recipient of G. Robert Strauss Marketing Award. Left: **Marcie Scott, Shanna Deng, and Dae In Cha**, recipients of the C. Stewart Sheppard Distinguished Service Award.



Shermet Award recipients: front row, L to R: Kurt Woolley, Julia Wilson, Melani Lewis, Christopher Kenny. Back row, L to R: Laura Jacobs, Andre Duarte, Robert Northrop, Andrew Gonce



Shermet Award recipients L to R: Barry Kesler, Joe Jordan, Julianne Ray, Xingcheng Hua, and Tom Fruscello. Not pictured: Joseph Bilely, Benjamin Remmert

Attracting the best, offering the best

As Darden marks a half-century of excellence in business education, school leaders and supporters realize that the quest to be the best remains ongoing. Darden's unwavering mission has been the development of world-class business leaders. That is the passion of the faculty, the administration, the staff; it informs everything we do at Darden.

While the commitment to students remains steadfast, Darden also faces evolving challenges and market realities. The national trend for applicants to full-time MBA programs has been steadily declining for several years.

A proliferation of MBA programs combined with the shrinking pool of applicants for full-time programs adds to the fierce competition for the best students. In response, business schools that provide merit-based scholarships enjoy a distinct recruiting advantage.

To attract the best, Darden must offer the best. A major component of our recruitment effort involves merit scholarships for the brightest, most promising students. To enable the school to continue competing for the best students and in honor of the 50th Anniversary, Darden has launched a \$50 million fund-raising initiative dedicated to scholarships.

Planned gifts offer alumni a way to provide scholarship support for the future.

For more information about making a planned gift, please contact:

Kimberly Skelly
Darden School Foundation
P.O. Box 7726
Charlottesville, VA 22906-7726,
(434) 924-4992
skellyk@darden.virginia.edu.

Below: F. Troost Parker III (MBA '62) and wife Kathryn B. Parker at the Scholarship Dinner Reception



Darden Trustee Gary T. Jones (MBA '74)

Scholarship Students Urged to Seize— and Supply—Opportunity

Darden feted more than 100 scholarship students at the annual Sept. 22 dinner in their honor. The scholars gathered under a softly illuminated tent pitched on Flagler Court, where Dean Robert Bruner welcomed them to Grounds and urged the students to avail themselves of every opportunity they would encounter during their Darden experience.

Darden Trustee Gary T. Jones (MBA '74) was the keynote speaker. He told the scholars that he hoped, in time, that their success would spur them to give back. Whether they might choose some day to give back by volunteering their time "or giving a few dollars" to the school, Jones said their efforts would help Darden continue to expand a legacy of developing leaders for future generations in the world of practical affairs, just like the scholarship winners for 2005-06.

Jones worked 30 years on Wall Street and retired from Credit Suisse First Boston where he was a senior managing director. A tireless advocate of the Darden School, he is also chair of the Development Committee, which is responsible, in part, for promoting the importance of scholarships in attracting the best and brightest to the school.

Among them was student speaker Laura S. Jacobs (Class of '06), the Thomas G. Labrecque Ethics Scholar and the Kevin Bewley Scholar.

"Those of you who are here...and you (who) have established scholarships for Darden students, are indelible parts of our lives, as irremovable as an etching," Jacobs said. "You challenge us to be better people and to honor the lives of those who paved our way."

At Darden, she said, "It is impossible for us as students, teachers, administrators, and benefactors, not to populate one another's lives with our influence or to be similarly influenced by those around us. Ours are the spirits that will last forever, and I thank you all for your generosity, for your contributions both scholarly and otherwise, and for this opportunity to remember together." ♦



Rebecca Richardson, center, widow of Darden Professor F.L.W. Richardson



Student speaker Laura Jacobs, Class of 2006

2005-2006 Darden Scholarship Recipients

Batten Entrepreneurial Scholars

Brian Costa
Shengyi Du
Sondra Russell
Henry Shelford
Stephen Craig Sweeney

Batten Media Fellows

Ryan Davis
Haidee Elizabeth Henderson
Ethan Theis

Kevin Bewley Scholar

Laura S. Jacobs

Chesapeake Corporation Fellow

Andrew W. Gonce

Class 1957 Charles C. Abbott Scholar

Sarah Staggers

Class 1958 Charles C. Abbott Scholar

Christopher D. Kenny

Class of 1962 Reynolds C. "Bucky" Siersema Memorial Scholar

Julia E. Wilson

Class of 1965 Scholar

James E. D. Kincaid

Class of 1967 Scholar

Robert Northrop

Class of 1968 William R. Fisher Memorial Scholar

Brian Tkacz

Class of 1970 Scholar for Creative Management

Eleanor Off

Class of 1972 Scholar

Thomas A. Bucher

Class of 1972 Twentieth Reunion Scholar

Stephen R. Dion

Class of 1974 Fred Richardson Scholar

Barry E. Kesler

Class of 1975 Marianne Quattrocchi Scholars

Susan Morrison Singer
Hagan M. Kappler

Class of 1977 Scholar

David H. Endom

Class of 1982 Scholar

Ryan Mark Elliott

Class of 1986 Peter J. Niehaus Memorial Scholar

Xingcheng Hua

C. W. Darden Scholars

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Julia Hornack
William B. Sanders

Consortium Fellows

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Manuel Felipe Artime
Octavio Avila
Mauricio Benitez
Kelly Booker
Miguel E. Bou
Trevor Brown
Alzay F. Calhoun
Ayodell Andrea Cole
Michael Crome
Robin Curtis
Marco Delucca
Racquel Diaz

Jennifer Lynne Downing
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Jerald E. Gaines
Lonelli Elizabeth Gonzalez
Isaac Addison Heard
Christopher P. Hunter
Haniff Maurice Jackson
Eric Marshall Jamison
Collin Johnson
Tyrone A. Jolly
Melani Lewis
Luis Enrique Montiel
Charles Arthur Peters
Sussy Portillo
Tonya Janell Powers
Ana M. Recio
Reynaldo Roche
Chester Smith

Darden and Toigo Foundation Fellow

Nogiomwan Aigbogun

Darden China Scholar

Yi Song

James W. Davant/Paine Webber Scholar

William Hartwell
Joel Dean Scholar
Elizabeth Boehmler

Dean's Africa Scholar

Olumbunmi B. Adeoye

Dean's Asia Scholars

Sandeep Bhowmick
Yaoyao Shen
Leifeng Xu

Dean's Europe Scholars

Andre Duarte
Cesare Maifredi
Sinan Yoney

Dean's Latin America Scholars

Rodrigo Leme
Juan Nores
Ricardo D. Silva

Dean's Women Scholars

Kristina Anderson
Christina Boiler
Emilie L. Fisher

Forté Scholars

Haidee Elizabeth Henderson
Hagan M. Kappler
Courtney H. Pieczynski
Sarah Staggers

Franklin Family Fellows

Liang Fang
Lei Zhang

Frank E. Genovese Fellows

David Francis Cash
Darren Adam Fultz
Amber D. Gray
Robert G. Schoenvogel

Gould Incorporated Fellow

Sayed Umair Ahmed

Henry Clay Hofheimer, II Fellow

Neil K. Carter

Honeywell Scholar

Amy E. Brockway

Samuel Forrest Hyde Memorial Fellow

Andrew Gonce

International Business Society Scholars

Jeriel Chua

IRC Asian Scholar

Yinghau Zhang

Lee Johnston Scholarship

Benjamin T. Remmert

Thomas G. Labrecque Ethics Scholar

Laura S. Jacobs

Robert E. Lamb Scholar

Joseph G. Jordan

Robert E. Lamb, II Dean's Scholar

Michael David Maraghy

Landmark Communications Scholars

Allison M. Morales
Jonathan M. Right

Henry and Annie Lewis Scholar

Thomas Scott Baner

Macfarlane Family Fellows

Steven D. Williams
Kurt W. Woolley

Edward May Scholar

Adam D. Ganz

Fred W. McWane Memorial Scholar

Theodore T. Bills

Henry E. McWane Scholar

Robert D. Albergotti

J.P. Morgan Chase Fellowship

Mariel Lama

National Society of Hispanic MBA Scholar

Sussy Portillo

John Patterson Mast Scholar

Andrew J. Marianski

Tayloe Murphy Scholar

Angela Huang

Edwin S. Muskie Foundation Fellow

Nozim Lutfullaev

Kenneth Nahigian Memorial Fellow

John M. Cocker

Marion and Samuel Pendleton Scholar

Clement K. Ma

Raven Society Scholar

Robert Northrop

D.W. and G.B. Richardson Scholar

Vikram Gupta

William F. Richmond Scholar

Justin Drake

Jack Ryan Scholar

Jason Clifton

William Wooding Sihler Scholar

Eliot L. Proctor

Thomas I. Storrs Scholar

Jay Bliley

TEP Scholar

Ankush Malhotra

Morton G. Thalheimer Fellow

Kirn K. Khalsa

Virginia High-Technology Scholar

Charu Chundury

Virginia Kincaid Scholars

Courtney H. Pieczynski
Juliane L. Ray

Worrell International Fellow

M. Ishrat N. Ali



news briefs.....

Darden Ranks #8 in *Forbes* 2005 Best Business School Rankings

Darden jumped to 8th place in the 2005 *Forbes* magazine rankings of best business schools, up two places from the magazine's last ranking.

Announced in August, the survey of the best business schools is based on return on investment, "meaning compensation five years after graduation minus tuition and the forgone salary during school," the magazine noted. This year, *Forbes* surveyed MBA graduates from the Class of 2000.

"We're very pleased to be recognized in this manner by an important publication such as *Forbes*," said Dean Robert Bruner. "At Darden we stress the whole person and the entire education process. But that being said, people who seek the degree do, in fact, want a solid return on their investment. The *Forbes* ranking is another indication that they get that at Darden."

Forbes' fourth biennial ranking moves Darden up from 10th place in 2003 and 13th place in 2001. A major goal of the ranking industry is to help prospective students choose a school that is the best fit for their needs.

The magazine ranked the top ten graduate business schools as follows:

1. Dartmouth (Tuck)
2. Pennsylvania (Wharton)
3. Chicago
4. Columbia
5. Yale
6. Stanford
7. Harvard
8. Virginia (Darden)
9. Cornell (Johnson)
10. Northwestern (Kellogg)

Darden Rises in *Wall Street Journal* Poll

Darden moved up this year in the *Wall Street Journal's* annual ranking of top national MBA programs. Darden now stands at #11, up from #12 in 2004, Dean Robert Bruner announced September 21.

"Our goal is to have Darden recognized as one of the very best business schools in the world," Bruner said. "This upward movement in rankings reaffirms our approach of building strong corporate relationships. In addition, it reflects positively on the efforts of the class of 2005 and class of 2006 in their interactions with companies."

The *Journal* also ranks schools in eight academic disciplines. In the "Excellence in Entrepreneurship" category, Darden placed 10th. In "Excellence in Strategy," Darden was #8. Under "special recognition," the *Journal* said, "Darden is a good source for recruiting graduates with high ethical standards."

The *Journal's* rankings are "determined by how corporate recruiters rate each MBA program on 20 different attributes, their future plans to recruit students from the school, and the number of survey respondents who said they have recruited recently at the school." Each of the three categories contributes one-third to the overall ranking.

Recruiters singled out Darden's "superior general-management focus," "ethics," and "strength of faculty" for particular praise.

This is the *Journal's* fifth annual survey of top business schools. The survey is based on the opinions and behaviors of 3,267 MBA recruiters who hire full-time business school graduates.

The *Journal* ranked the top national business schools of 2005 as follows:

1. Dartmouth (Tuck)
2. Michigan (Ross)
3. Carnegie Mellon (Tepper)
4. Northwestern (Kellogg)
5. Yale
6. Pennsylvania (Wharton)
7. University of California, Berkeley (Haas)
8. Columbia
9. North Carolina, Chapel Hill (Kenan-Flagler)
10. Southern California (Marshall)
11. Virginia (Darden)
12. Massachusetts Institute of Technology (Sloan)
13. Chicago
14. Harvard
15. Stanford
16. New York University (Stern)
17. Duke (Fuqua)
18. Cornell (Johnson)
19. University of California, Los Angeles (Anderson)



"At Darden we stress the whole person and the entire education process. But that being said, people who seek the degree do, in fact, want a solid return on their investment. The Forbes ranking is another indication that they get that at Darden."

—DEAN ROBERT F. BRUNER



Former EPA Chief Hails Darden's 50th Anniversary

Former New Jersey Governor Christine Todd Whitman praised Darden for a legacy of excellence on the cusp of the school's 50th anniversary.

"This school should be proud of all it has accomplished in the last 50 years," said Whitman, who was also Environmental Protection Agency Chief during the first term of President George W. Bush. "Darden should be proud not just because of the education it offers but the leaders it produces."

Whitman was the first speaker in Darden's 50th Anniversary Speaker Series, appearing on grounds Sept. 21.

Quoting Thomas Jefferson, father of the University, Whitman noted that the third president did not always take a favorable view of business. "At the time, Jefferson equated business with Britain," Whitman said. "Today he would be as proud of Darden as he was and still would be of his academical village."

Turning her remarks toward politics, the lifelong Republican cited the Darden School mission—"to improve society by developing leaders in the world of practical affairs"—as an exemplar of the ideals that business and politics should uphold.

"Today I find the pursuit of ideology is pushing into practical affairs," she

said. Whitman remains worried about what she called "the progressively entrenched division in party politics" while a majority of Americans, she said, identify themselves as centrists, or moderates.

Whitman spoke to a packed house of Darden students, faculty, and Charlottesville residents in the Abbott Center Auditorium, receiving widespread applause for her remarks: "A Time for Radical Moderates, Bringing American Politics Back to the Center."

An ideological divisiveness is worsening in both major parties, Whitman

said. "The challenge in the next three years, if they want to break this log jam, is to make politics less ugly," she said. "I hope that happens, but I don't think moderates can sit around hoping that it will happen. There's a real yearning for a return to the sensible center in American politics. Otherwise, this divisiveness is affecting the ability to form good public policy in this country. You can disagree with someone, but you don't have to be disagreeable."

With no heir apparent in either party for a presidential bid in 2008, both sides would do well to loosen the grip of extremists and become more moderate, Whitman said.

"We as a nation need to be concerned," Whitman said. "And if we succeed, we can bring about a much-needed and long-overdue sea change."

The public event was free and well-attended by area residents. Darden also offered a live, streaming webcast for those who were unable to attend the governor's speech.

Her visit also opened Darden's 50th anniversary celebration, which spans two years and incorporates events in more than 50 cities and three continents.

Whitman is president of The Whitman Strategy Group, a management consulting firm that focuses on policy and regulatory issues in both

the public and private sectors. Whitman is co-chairman of the National Smart Growth Council, and serves on the Steering Committee of the Cancer Institute of New Jersey; the Governing Board of the Oquirrh Institute; and as a member of the board of the New America Foundation. She is also a member of the newly formed Center for Civic Engagement and Volunteerism Advisory Board at Raritan Valley Community College. She is author of the New York Times bestseller, *It's My Party, Too: The Battle for the Heart of the GOP and the Future of America*. Whitman also serves on the Board of Directors of S.C. Johnson and Son, Inc.; Texas Instruments; United Technologies; and The Millennium Challenge Corporation. ♦

Premiere Colley Award Goes to Prof. Wilcox

The first-ever John L. Colley Award was presented to Professor Ronald Wilcox in September. The award, named in honor of Professor Colley, the Almand R.

Coleman Professor of Business Administration at Darden, is given to the faculty member who inspires students by incorporating unique out-of-classroom experiences in his or her teaching. The endowed award was made possible by several loyal Darden supporters, including Richard Berkeley (JD/MBA '80) and Brandon Berkeley (JD/MBA '79).

Wilcox, Associate Professor of Business Administration, teaches First Year marketing. His expertise includes financial services marketing, auctions, pricing strategy, and new product development. Wilcox joined the faculty in 2001 after serving as an assistant professor at the Carnegie Mellon Graduate School of Industrial Administration and an economist for the Securities and Exchange Commission.

The Colley Award is sponsored by the University of Virginia's Mead Endowment, which was begun by students to honor retired professor Ernest "Boots" Mead, who still teaches at age 86.

"I am honored beyond words to have this award established," Colley said "Boots was one of the first people I met at U.Va." ♦

Darden Launches Branding Efforts

Are you Darden material? That's the question posed in advertisements running in business publications across the country as Darden launched its branding campaign for the 2005-2006 academic year.

The ads began appearing in late August in *Hemispheres* magazine (United Airlines) and in *Strategy + Business*, and are now running in *Business Week*, *Wall Street Journal*, *Financial Times*, and other major business magazines, newspapers, and websites.

"This is the first time Darden has made a significant commitment to branding and marketing its full-time MBA program," said Darden's Vice President for Communication & Marketing, Ken White. "We have one of the best MBA programs in the world and now we're making a concerted effort to tell people about it."

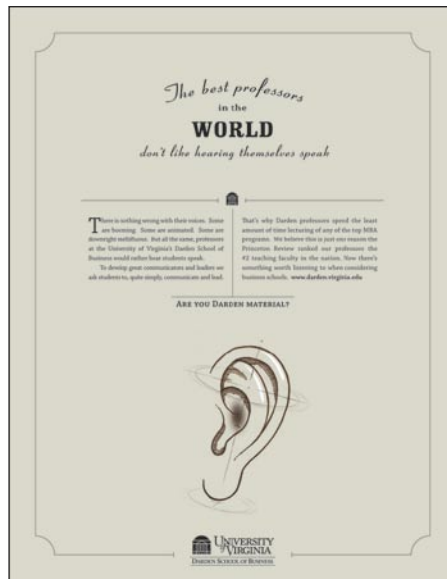
Since the Darden experience is unique, the branding campaign needed to be different from other business school campaigns.

"It seems as though every ad campaign for graduate business schools looks alike," said White. "You could actually switch out the names of the schools and nobody would know the difference. They all feature a shot of a building or a small group of students. But Darden deserves better."

With that in mind, White partnered with Lou Beres & Associates (LB/A), a Chicago advertising and marketing agency, and went to work to create a unique and effective campaign for Darden. Extensive research was conducted on and off the Darden grounds regarding the perception of the school, its faculty, programs, and students. The research revealed four "distinctively Darden" features that clearly separate the school from its competitors. Those features include a world class faculty, a rigorous program, employment of the case study method, and a commitment to ethics and honor.

"No other graduate business school can say it has these same four features," said Andy Madorsky, creative director for LB/A. "And it's these elements that truly differentiate Darden from the others and make it a world class business school."

Once the "Darden difference" was determined it was time to create a campaign that would stand out from the others. LB/A's creative team went to work, developing ads that are unique in that they don't feature photos of academic buildings, classrooms, or students—the types of artwork people are accustomed to seeing in higher education marketing. Instead, each ad relies on a headline, a short burst of



To view the branding campaign online, visit: www.darden.virginia.edu/brandingcampaign

copy, and a drawing to get the reader's attention. At the end of the copy is the tag line, "Are you Darden material?"

The first ad in the series discusses how the Darden faculty is ranked among the best in the world and how the professors challenge students in the classroom. Ads featuring the case study method, the rigor in the program, and the school's commitment to ethics follow. The campaign began in the fall, will take a short break in the winter, and then run again in the spring. White plans to hold two open information sessions to share the entire campaign and the thinking behind it with the Darden Community.

The campaign also includes an updated Darden logo. The new logo adds the words "School of Business" to the Darden name to better inform audiences regarding what Darden does. The older logo simply states, "University of

Virginia—Darden."

"Initially, there was some concern about not including the word 'Graduate' in the updated logo, but when it was pointed out that we're more than a graduate school, people in on-grounds focus groups agreed that it was best to leave it out," said White.

The logo was updated to adhere to the graphic standards of the University of Virginia, but other benefits were seen as well.

"The University has such a strong brand, and this enables us to 'piggyback' somewhat on U.Va.'s success," said Darden Dean Bob Bruner. "It's also a great way to have a newer look while supporting the University's branding initiatives."

At Darden, departments will be asked to phase-in the use of the updated logo over the next two years, but the updated logo will appear on all branding advertisements and materials beginning immediately.

"It's not a name change," said Bruner. "We'll always be the Darden Graduate School of Business Administration. We don't want to change that. It's a logo update that enables us to tell our story quickly and efficiently to our audiences."

Thanks to this unique campaign, the story will be told in a compelling manner as well. ♦



Channeling the Spirit of the New Workplace

Darden Associate Professor Joseph Harder encourages more conscious and relational leaders through his course, *The Spirit of the New Workplace*.

With the help of co-lecturers, the course includes topics such as meditation, Tai Chi, mindfulness, stress reduction, and yoga. The 1.5 credit course examines the challenges inherent in work and career, while exploring the great possibilities of work as a fulfilling part of life.

"We offer a mind, body, heart, and soul-enhancing experience that will change the way you think about work, helping you effect positive change in your own organization, now and into the future, creating a space where you and others can thrive," Harder says.

The course employs a matrix developed by Harder and co-lecturers Hayden Woodward and Peter Robertson, who teaches at the University of Southern California. The matrix focuses on body, mind, heart, and soul. Techniques for delving into these areas include lecture and discussion, movement and recreation, experiential activities, and reflection and meditation.

Harder began teaching the weeklong elective in January 2000. Now in its 10th iteration, the class has evolved since its introduction five years ago, but the core principles remain the same:

"What we have learned from students who take our *Spirit of the New Workplace* elective is the transformational potential of a learning experience that prompts them to confront essential questions about work and life—questions that often remain unexplored," Harder says. "Our students seem hungry to understand how to go into the world of business without losing themselves, and they just might end up becoming better leaders because of that hunger."

Research shows that there are real benefits—including to the bottom line—for organizations that put people first. Yet rare is the company that does so. Harder encourages students to imagine a world where enlightened leaders create organizations where people take responsibility for their own learning, growth, development, and happiness, and are supported by the organization in that pursuit.

MBAs, as future business leaders, have the power to change fundamentally the experience of work for the people they will lead. Many of the principles taught by Harder were highlighted in a *Wall Street Journal* editorial in January, touting the importance of self-aware leaders

who understand the relationship between mind, body, and spirit.

Students leave the course with new ways of thinking about work that pay immediate returns, he says. Perhaps these discoveries lead to conversations with their spouses that they have never had before, help them operate with a clearer sense of purpose, or even experience lower blood pressure. Mostly though, they leave optimistic and hopeful that they can make a difference in their own work experience, and that of others, while feeling able to do so in an integrated way.

"We're saying, 'come into this class and question how the workplace functions,'" Woodward says.

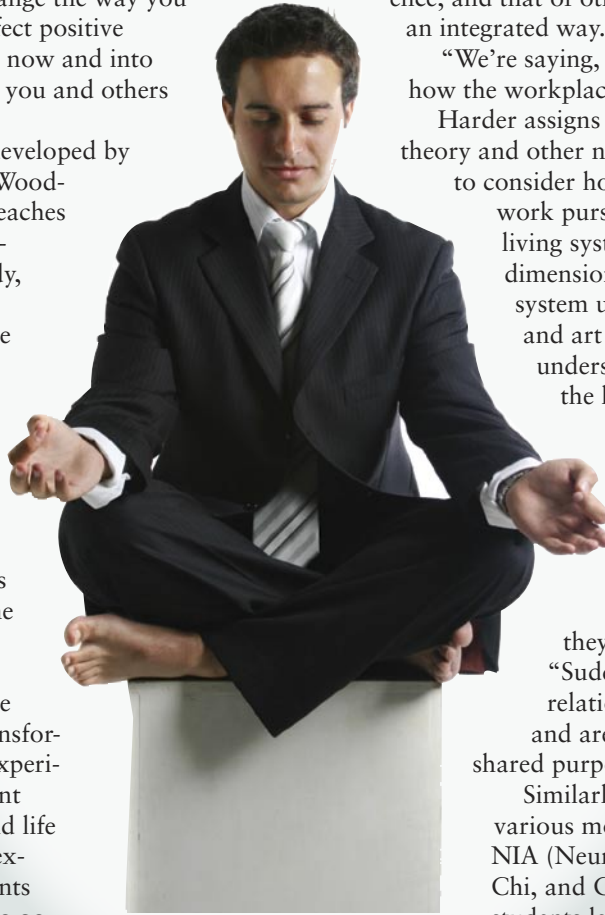
Harder assigns readings from chaos and complexity theory and other newer sciences, encouraging students to consider how we might better organize our work pursuits by looking at organizations as living systems. The learning takes on a new dimension when students represent a living system using interlocking building blocks and art supplies. Added to the conceptual understanding is a practical awareness of the key characteristics of all living systems, and how that might apply to leadership and organizational behavior.

"At the end of the class we see in their papers how students have adopted this mindset and how it has literally changed how they relate to work," Woodward says. "Suddenly, work becomes a dynamic relational place where people want to be, and are excited about contributing to a shared purpose."

Similarly, by focusing on the body, with various movement exercises such as Yoga, NIA (Neuromuscular Integrative Action), Tai Chi, and Capoeira (a Brazilian martial art), students learn how they tend to neglect their bodies at work, and how paying mindful attention to what their bodies are telling them throughout the workday can lead to a greater sense of health and wellness. Reflection through journaling and meditation also provides students with a window into their own inner knowledge and wisdom.

Today, an MBA degree is not considered thorough if students cannot demonstrate command of quantitative analysis, marketing, finance and accounting, strategy, organizational behavior and, increasingly, ethics. In the not too distant future, Harder says, the same might be said for an MBA experience that does not allow students to build the proper internal infrastructure to lead both themselves and others in healthier and more sustainable ways.

Harder's course will be offered again in January. ♦





Celebrating in Style



Darden Convocation Opens 50th Anniversary Celebrations

Dean Bruner Promotes Visionary Goals for Next Half-Century



Not even clouded skies could dampen Darden at 50.

Hundreds of alumni, students, faculty and friends of Darden gathered on grounds September 23 for the start of Anniversary Weekend. The day marked the opening celebration of Darden's golden anniversary, which will continue to be observed with special events in at least 50 cities around the world during the next two years. The milestone is also an opportunity for the Darden community not only to reflect on a half century of accomplishment, but to meet the challenges the school will face in the 50 years to come. These thoughts collectively formed the basis for Convocation remarks from Dean Robert Bruner, University of Virginia President John Casteen III and George A.L. David (MBA '67), who received the Colgate

by Steve Evans



Dean Bruner marched with President Casteen, followed by (left to right) Darden Trustee Gene Lockhart, and Rector Thomas Farrell II

W. Darden Jr. Leadership Award—the school’s highest honor.

“This is the right time to renew our bonds of the Darden community and commit to a larger mission,” Dean Bruner said. “Now we should look to the future and set high aspirations.”

Alumni representing virtually every class in the school’s 50-year history organized by their decades in Wilkinson Courtyard on Grounds, where they joined a procession of Darden faculty, University leaders and Virginia officials. Bruner marched with President Casteen, University Provost Gene Block, and Rector Thomas Farrell II, joining other U.Va. scholars and dignitaries. The assembled party made their way to Flagler Courtyard and the 50th Anniversary Convocation. They paused along the route as a ceremonial cannon fired at five intervals—once for each decade since the school’s inception. The traditional, explosive salute began with the premiere day of Darden classes in 1955, when the same cast-iron cannon, loaded with a blank shotgun cartridge, was used to mark the opening of the

first graduate school of business in the south. Today Darden’s reach encircles the globe. Members of the original Darden class have reported through the years that the early-morning cannon fire also served a secondary purpose by jolting them from a late-summer stupor in the humid classrooms of Monroe Hall, Darden’s first home.

A bagpiper greeted the procession in Flagler Court, soon echoing with The Star Spangled Banner performed a capella by the Virginia Gentlemen. The University Joint ROTC Color Guard marched in formation under gray skies that miraculously withheld rain until after the convocation had concluded.

Dean Bruner welcomed the guests. “If there is strength in numbers, surely we feel it today,” he said, looking across the rows of spectators packing the courtyard.

The story of the Darden School “is remarkable,” Bruner said. “Today we gather on these beautiful grounds at a school that ranks in the highest echelon of its field.”

Darden’s growth, evolution and

ongoing success, he said, can be traced to a foundation built on three ideals—high touch, high tone and high octane.

“High touch refers to our classroom experience,” based on a high degree of interactivity between students, faculty and staff, the dean said.

“High tone recognizes that technical mastery is necessary but not sufficient,” Bruner added. “We need to train leaders who do more, such as communicate well, inspire others to take action, organize complex projects. And high octane says that we teach and study hard. We are impatient, we set high standards. The Darden experience is rigorous, tough minded and practical.”

Bruner noted that graduates are the touchstone of any successful academic program.

“Darden has contributed the business leaders who have created the most vibrant economy the world has ever known,” he said.

This is no time to rest, Bruner added.

“We face formidable challenges in sustaining the progress we have made,”



Members of the Class of 1957, left to right: Harvie Fitzgerald, Harry Lewis, Jim Fields, and Peter Elliman

the dean said. “Darden must have a commanding presence in the world of business education. Darden should reach beyond its beautiful home to reach others—new markets, new constituencies. Darden must sharpen its organization and practices to become the kind of place that prospective students and faculty clamor to enter. In the first 50 years our leaders performed a task that some might have called impossible. Starting from scratch they built a school that challenged the top incumbents of the day. They put us on the national stage. Now the stage is global.

“As the new generation of leaders, we have a lot of work to do. We all must succeed and the stakes are high.”

University President Casteen noted that Darden’s earliest records show the goal was always to be the best business school in the south. Each decade has been a story of transcending expectations, he said.

“Almost immediately the school recognized its mission was the nation and the globe,” Casteen said. “Locally and globally the school continues to make its mark. Corporations around the world are enriched by Darden School people.”

Casteen also offered his wishes for Darden’s next half century.

“First, that the challenges be at least as exciting as those you have been dealt in the last 50 years,” he said. “Second, the successes and prosperity that come from meeting the challenges head-on,

providing the leadership. And, of conceiving the relationship between this school’s values and the global communities that we serve, (may these) become the great topics of the ceremony held in 50 years to celebrate that next period of growth, discovery and development.”

Leadership award winner George David chronicled some of the profound changes in business practice and technology in the 38 years since he received

the Darden MBA. David climbed rapidly through the corporate world to become president, chairman and CEO of United Technologies Corporation. He was named one of *Business Week*’s Best managers of the year for 2005. David is also a past trustee and chairman of the Darden Foundation Board.

Throughout the evolution of modern business, David said his Darden experience not only prepared him for change, but taught him to embrace the challenge.

“I remember my first visit to Darden very well—I had my admissions interview with (founding Dean) Charlie Abbott on a beautiful spring day,” David said. “Then came two years of extraordinarily intense work which were, simply put, the very best years of my life. That’s an unqualified statement and it comes from my heart. Note I did not say ‘the most fun,’ but ‘the best.’”

Darden’s ongoing quest, “to improve society by developing leaders in the world of practical affairs,” will remain the focus of 50th Anniversary celebrations as the school strives to attract and produce the best. ♦



George David (MBA '67) delivers the keynote address after receiving the Colgate W. Darden Jr. Leadership Award.



Decision Path Paves Careers for Darden Grads

IT Consultants Draw on Alums to Drive Success

by Steve Evans

One key to the success of DecisionPath Consulting could be the unusual number of Darden graduates working at the Gaithersburg, Md. firm. Starting with President Steve Williams (MBA '86) and his wife Nancy (Busse) Williams (MBA '85), who is VP of corporate development, nearly 25% of the firm's staff went to Darden and two more hold degrees from the McIntire School of Commerce.

"I'm trying to create a company that's very collaborative in its approach to doing work," Williams says. "You're going to make better decisions by getting more people involved in the process. I'm not smart enough to know everything we should do in every circumstance. We have a ton of intelligent folks around here who bring different perspectives to everything we do. Darden really emphasizes a collaborative environment. I also really believe the Darden MBA is a superior way to learn about business. I could not do what I do and have done without that background. Darden really teaches you how to *use* information. It's not enough to have the information."

DecisionPath utilizes business intelligence and data warehousing technologies to drive profits and improve productivity at large and mid-sized organizations. Working with clients' business and IT units, DecisionPath consultants design customized solutions that impact business performance—be it "revenue growth, margin improvement, cost reduction, customer service improvement, asset utilization, productivity improvement, or other relevant metrics," according to the firm's mission statement.

From 1987–88 Williams worked with the legacy side of the business, APA Inc. "Its business model was basically to do Oracle database work as a subcontractor for federal contracts," he explains. "DecisionPath is a brand name owned by APA

Inc. We went through 10 years' worth of retained earnings to launch this thing. Now, the irony is that we exited that business just in time and DecisionPath is 99% of the revenue. We're really the future of the company."

Since the company was spun off in 1999, Williams has hired Charlie Kaplan (MBA '94), director of marketing and business development and Joe DeSalvio (MBA '91), who came on early this year as director of finance. DecisionPath consultants include Tom Victory (MBA '03), Howard Merritt (MBA '97), Juan Gorricho (MBA '03), and Davina Myer and Su Cheng, both of whom hold degrees from the McIntire School. Steve and Nancy Williams met while she was a Second Year and he was a First Year. After leaving Darden, the couple knew they would one day draw on the pool of talent continually produced by the school.

"The Darden MBA stresses a general management perspective," Steve Williams says. "This is extremely useful for our business analysts. Often when we go into a major organization, we have to understand the organizational structure, the teams they have in place, their strategy and how to break it down to the key functions."

When Williams started with APA, "I was in a business development role. We weren't making as much progress as I would have liked. I wanted to get the company into higher added-value work and better use my education at Darden."

His wife Nancy got involved in data warehousing to improve the financial management of a federal agency. "She convinced me that data warehousing was really strategic, high value-added and feasible because of our knowledge of databases already," Williams says. "It's derivative of business intelligence. This work requires two skill sets—IT and business analysis. We really want IT savvy MBAs. The value added by the Darden alumni services group—the very fact that I can broadcast a job opening to a highly qualified group of alums—is a big benefit."

At first, DecisionPath made forays into e-commerce consulting, but Williams and his team decided the firm was not large enough to focus on more than one niche. So they focused on data warehousing.

Aside from government agencies, DecisionPath clients include Legg Mason, Marriott and McCormick & Co. (the spice company).

Their work, Williams says, is really an opportunity to help companies compete more effectively and make more money.

"We are reengineering knowledge worker productivity by giving people the analytical tools they need to do more value-added analysis and hopefully make better decisions," he says. "Ad hoc data gathering efforts occur in a window—and you hope everyone will agree on 10 numbers, but by then the clock may have run out. We come in, look at the company's environment and strategies, then align the information with the strategies they're employing. And we always ask, how can we use information more effectively? I get excited about that because it's a competitive world and I want American companies to do well."

And DecisionPath has done well, he acknowledges. "We've been very fortunate."

Recently the company has worked with the U.S. Treasury, "helping them improve their cash management system to reduce the cash buffers they keep," Williams says.

DecisionPath also signed a four-year, \$10 million contract with the Social Security Administration to deal with the massive challenges the administration will face over the next decade. "We're talking about a 20 percent increase in demand in the next 10 years due to the retirement of baby boomers," Williams says. "If they can't increase field offices and staff due to budget constraints, then they must find a 20 percent increase in capacity."

As vice president of corporate development, Nancy Williams oversees the firm's data warehousing, down to the methodology and deliverables. She also manages client relationships and does some project work "to stay fresh,"



DecisionPath consultants gather around the strategy table. From left: Nancy Williams, Howard Merritt (standing), Steve Williams, Juan Gorricho (standing), Joe DeSalvio, Davina Myers, Charles Kaplan (standing), Tom Victory, and Su Cheng.

she says. "To be in the fray a little bit more. A lot of people when they look at data warehouses think it's IT, just another application. In some ways it is the same but in many ways it's different. Typical systems don't have a specific business orientation. We are taking data contained in many systems around an organization and integrating that data so we have better insight into what's going on within that organization."

She pointed to an insurance company as an example. "They might have a system for home owners, auto insurance, life insurance and each could produce reports about that line of business," Williams says. "But a company might want to know how many of their customers have multiple policies. With the systems built the way they are, there's no way you can do that."

Typical data warehousing involves the creation of multiple databases. "You're pulling information in from different systems and integrating that data," she says. "It's a big challenge. We must be able to do analysis on it and be able to track data, update it. We're heavily dependent on tools and technologies. The way people think about information has always been the report paradigm. They think they have to give us specs for a report. What we're trying to do is figure out how to insert information into the client's business practices and organization. It might be a slice and dice, or a drill-down analysis. But this isn't just about reports; it's how can I get information and use it to run my business better?"

In helping clients answer that question, Williams says her Darden experience remains invaluable. "We're going into a chaotic situation and helping people create value by leveraging information within their organization to improve business performance," she says. "The techniques we use at Darden—we were basically put into a situation where you have to figure out how to navigate your way around. The waters are muddy; you must come up with a plan and set a direction. Organizations really struggle with direction, how to figure out what to do, what we shouldn't do. The Darden experience made me very comfortable with translating all this technical mumbo jumbo into business speak and translate this into improved business performance. A lot of what's missing in this industry is the MBA perspective."

The Williamses and some of their DecisionPath team members say the difference is not so much gathering data but being able to scrutinize it with the critical eye of an MBA.

"There's always been this feeling that if you had information things would automatically be better," Nancy Williams says. "But in fact, one client called it 'drinking from the fire hose.' They were inundated with data and were having a hard time figuring out what to look at. Business people have really underestimated how much they are needed in these efforts. They really need to be involved."

"If you're doing this right, you're transforming the organization into one that is optimized to use its assets. You take a look at a Wal-Mart for example. They're using information everywhere—monitoring suppliers, figuring out what's mov-

ing, what's not. Figuring out which suppliers they're going to discontinue. Noting changes in sales patterns. They optimize everything about their stores based on this information. That's what we look at—how can we completely tune the information to make it useful?"

When Charlie Kaplan joined DecisionPath in August 2004, there were only 20 employees. The workforce has doubled since then, thanks in part to sizeable federal contracts, including the Social Security Administration.

"It was a little bit serendipitous; Steve has used the Darden recruiting channels fairly aggressively," Kaplan says. "When I made the move, I was looking at some options on the Darden network and saw Steve was looking for an addition on the marketing side. It was a case of me being in the right place at the right time and him thinking I might be the right person to move the company to the next level. He hires people who he thinks will fit the culture of the company—a culture that he believes is sustainable. This is not your everyday consulting organization. For the most part folks are a little more mature, a little older. We don't require that people travel five days a week. There's a healthy work-life balance."

In trolling for business, DecisionPath has been successful with federal agencies subject to PMA mandates (President Bush's Management Agenda). This executive initiative calls for agencies to measure such tangibles as financial management, budget and performance.

"We can help them with the metrics for this," Kaplan says. "We have a company we affectionately refer to as business savvy IT people and IT savvy business people. With all the technology companies are using today, they're generating increasingly large quantities of data. We pull the data to review and help them to better understand management and decision processes and to architect the data infrastructure that support those processes. What distinguishes us is we've been able to tie those two things together. Lots of companies are struggling with this and they can't afford not to do this and do it well."

He says the business outlook for DecisionPath "is fantastic," partly due to internal momentum and a fairly long sales cycle with the work.

"Darden gave me a lot of the tools I use every day," Kaplan says. "A lot of alums say that, but it has absolutely played out. I've been in the technology-marketing phase pretty much since I got out of Darden. The tools I learned have been invaluable. And part of that goes back to why we have so many Darden alums. They are well-equipped. Whether we are three, 10 or 20 years out of school, it makes it comfortable to work with these folks."

Steve Williams offers his own advice to Darden graduates-to-be.

"If you aspire to launch a consulting company—it can be done," he says. "You gotta knock on a lot of doors and you need a bit of luck, but it can be done. The large companies don't have a monopoly on brain power." ♦



Dean Bruner takes the Helm

by Steve Evans

Bob Bruner slices an oar into the water, propelling his kayak toward the shore. The small craft surges forward, cleaving the placid surface of the lake as the water dazzles in the afternoon sun. Bruner has canoed the 300-plus miles of navigable waters of Virginia's James River with his son, so paddling around a lake is a pleasant enough diversion, but a negligible challenge for an avid outdoorsman. On this crisp day in early autumn, with the leaves beginning to betray only the faintest hint of auburn and burnt sienna, Bruner has agreed to a brief excursion from Darden, where he has only recently been named dean of the school. He maneuvers the kayak expertly, steering where he wants to go with an effortlessness that conceals the underlying skill involved in setting a course. This may prove to be a metaphor for the University of Virginia's charge to Dean Bruner: move forward, lead the Darden School into the next half century with excellence in every endeavor as the enduring goal. He seems ideally suited to the task.

Bruner is one of *BusinessWeek's* "masters of the MBA classroom." Joining Darden in 1982, he has since become the school's Distinguished Professor of Business Administration. He was named dean in July, succeeding Robert S. Harris, who stepped down after four years to teach at Oxford as a visiting professor. Harris plans to return to Darden in fall 2006.

Bruner has set an ambitious slate of clearly defined goals built around a trio of themes.

He refers to the Darden Experience as "High Touch, High Tone, High Octane." The first refers to the high level of interaction between faculty and students, to the strong sense of community not found at any other leading business school. Like the interplay of musicians in an orchestra, High Tone means the fine tuning and synchronization of the many educational elements that fulfill Darden's mission of creating leaders in the world of practical affairs. High Octane speaks for itself—the turbocharged experience of learning at Darden, sometimes described to prospective students as "the

persuasion to get Bruner out of the office for what is, after all, a photo opportunity. Still, it's his own fault. A bit of Internet research reveals the portrait of a Renaissance man behind the bespectacled dean who keeps hours in an immaculate office on the second floor of Saunders Hall. Most people in the Darden community know that Bruner, 55, is a renowned expert on corporate mergers and acquisitions. Fewer may realize his skill with a kayak or mountain bike. In addition to his well-known love of teaching, Bruner's passions include his wife and two children, the historical seafaring novels of Patrick O'Brian (*Master and Commander* was made into the film with Russell Crowe), opera, fly fishing, bicycling and skeet shooting, world travel and amateur astronomy. A few minutes of interrogation also reveal that the dean of the Darden School is equally fascinated by scripophily—the collecting of stock certificates of defunct corporations. As Bruner says, there are lessons to be learned from mergers, acquisitions and, in so many cases, failure. His earthier interests include wine, cooking fine food, and the enjoyment of both. He is happy to discuss and share these interests, while he seems eager to learn from others,



Dean Bruner gets acquainted with FYs Matt Shevlin (left) and Joseph Ng (right) during the first week of class.

"As a career-long member of the Darden community, I am deeply honored by this opportunity to serve the institution," Bruner said. "I take up the responsibilities with enthusiasm and optimism for the future of the Darden School and its educational programs."

hardest two years you'll ever love." It also stands for a great value proposition. "Given the high cost of an MBA, in terms of time and money, students want challenge and substance—would you really settle for an experience that is passive, easy, and boring?" Bruner asks.

By the end of his term, "I would like to have seen a year of astonishingly good teaching," the dean says. "Students will agree that Darden has offered an extraordinary classroom experience and that we have made a positive difference in their lives. I also want to be able to say that we will have admitted the strongest class ever."

Two days before his kayaking trip, it takes a bit of

as evidenced by his lingering conversations with students and colleagues every morning at First Coffee. Truth be told, Bruner may be the only business professor on the planet whose web page includes a detailed recipe for veal piccata and couscous, taught to him by a classmate from Harvard Business School. The casual web surfer can also peruse pages of Bruner's notes on navigating the James River or glean tips for getting started in scripophily.

With so many pursuits to ponder and his time already at a premium, Bruner still graciously agrees to get out of the office for an hour and tool around in his kayak. He displays the quiet good humor that has been one of his hallmarks for

23 years on the Darden faculty.

"Okay," he says simply. And off we go.

U.Va. President John T. Casteen III announced Bruner's appointment August 1 during a meeting with Darden faculty. "Bob Bruner brings many remarkable strengths to one of the University's most important and most challenging jobs," Casteen said to an attentive audience. "His scholarly works, his expertise as

Bruner expects to increase the faculty by 20 percent in the next year. "We have been responsible stewards—carefully controlling costs—and this has led to a deferral of some hiring decisions," he explains.

a teacher and recognized master of the case study method of instruction in graduate business, his formative influence on The Batten Institute and the study of entrepreneurship generally, and his international reputation all have immediate value to the Darden School as it prepares for its next stage of growth. I cannot imagine a more appropriate leader for the near future or one better prepared to position the Darden School for the first decade of its second half-century."

Back at Darden, a few days after his kayak excursion, Bruner sips a coffee and outlines those positioning strategies. The first is to make Darden "much more familiar" on the national and international scene. "Our branding efforts will begin to have traction and this will be reflected in improved rankings, strengthened corporate relations and recruiting presence. I also want to recruit a number of new outstanding faculty who will bring us up to full operating strength with our current programs."

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"We have been responsible stewards—carefully controlling costs—and this has led to a deferral of some hiring decisions," he explains.

Bruner served as founding executive director of The Batten Institute, an endowed think-tank within the school, focusing on entrepreneurship, innovation, and corporate growth. He has also written 16 books, 18 peer-reviewed journal articles and 277 case studies.

During his tenure as dean, he wants to work with faculty to prepare a vision for several new research centers and initiatives "that will establish Darden as the go-to place for market-facing research," he says. "The Batten Institute is an example of how we can use a center of research as a magnet for faculty, students and corporate partners."

Bruner and the faculty will also develop a vision for Darden's global footprint—where Darden should be most active outside the United States, how that should take shape and how a greater international reach will make the school stronger in Charlottesville. "When I talk to other deans they say Darden is a regional school," Bruner says, shaking his

head slightly. "And I argue back, 'look at the diversity of our students, the breadth of our international curriculum and faculty.' All of these are compelling facts, but until we actually do business outside the United States we will always carry the label of a rather locally focused school."

Bruner says some people have asked him point-blank: "'Darden's doing a lot this year. Is all of this effort necessary?'" To which I reply, 'I feel a sense of urgency about the school. We are at an inflection point in time with graduate business education. We need to seize the opportunity we have today for the sake of creating the institution of our aspirations.'"

Bruner received a B.A. from Yale University in 1971. He earned an MBA from Harvard University in 1974 and a Doctorate in Business Administration from Harvard in 1982. In

addition to his teaching and writing, Bruner has been a consultant to corporations and governments. At Darden, he has been the leader of the school's annual conference, "Investing in Emerging Markets."

Some have wondered aloud why President Casteen made a one-year appointment. For Bruner, the answer is clear. "President Casteen has told us he intends to accelerate the dean search process," Bruner explains. "The search committee did its work this year and was unable to make a recommendation to President Casteen. Rather than make a hasty appointment, Casteen decided to follow the traditional government process of universities and stick to the search, but this time he serves as chairman of the search committee. I applaud his adherence to this governance process. Let's trust the process and in the meantime roll up our sleeves and go after the opportunities and issues that the school faces."

Bruner says he's looking at a 10-year horizon when he makes decisions and seeks counsel from Darden faculty and staff.

When his mind craves context, a little perspective, Bruner will sometimes stargaze with his telescope at home. "To view events from the standpoint of the universe certainly puts your own circumstance in perspective," Bruner says, smiling at the thought. He calls himself a variety seeker, by way of explaining his diverse interests, saying, "I'm really interested in the interrelationship of all these things."

So his international travels may afford an opportunity to go hiking, bicycling or kayaking. Attending a wine tasting might take him to historical sites and cultural events. Then there is the somber intrigue of scripophily. Collecting stock certificates from long-dead corporations is aesthetically pleasing, Bruner says, due to the intricate and often quiet beautiful embellishments on the scrip. "But scripophily will also draw me into business history, all the major successes and failures," the dean says. His latest book, *Deals From Hell: M&A Lessons That Rise Above the Ashes*, "is inspired in part by my collection of busted securities. There are many teachable lessons behind every one of these stories." Those tales have often been told in Bruner's classroom, where his

fondness for students and ability to engage them is evident even at a glance.

"I feel a great passion for the role of the modern research university," he says, warming to the topic. "To me, this is the modern equivalent of building cathedrals in the 12th century or sending out ships to explore the world in the 15th century. The modern university is the highest achievement of civilization in our time. It is awesomely exciting and fulfilling to be a part of that. And I think it also conveys a sense of responsibility. We are given this extraordinary place where research is rapidly advancing the state of our civilization. We have a huge responsibility to sustain this momentum. Shaping, setting direction. To me, these are pretty gratifying things. I am passionate about business and the capacity for doing good that business carries. I'm passionate about leaders, the role of markets and entrepreneurs. These are all a crucial part of our mission, what we do at Darden. By shaping these, I truly believe we will have a lasting effect on global welfare."

To do that, Bruner says the Darden community must break from the pack.

"Business schools are often perceived as just cheerleaders for what happens in markets. My vision is we will also be social critics. We are in the world, not of the world. We need to stand apart to really fulfill that shaping role effectively."

Bruner leads by example. His leadership meetings with key faculty and staff are efficient models of collaborative effort and problem solving. The dean has his goals in mind, yet it is clear he is listening to the ideas of others.

An avid reader of presidential biographies, Bruner insists that all great leadership starts from the heart. "Much of what I will do as dean will be shaped by where my heart is," he says. "I'm passionate about students and creating an outstanding classroom experience. And I'm passionate about advancing the quality of best practices in business life." ♦



Bruner, dressed in a traditional Hindu robe, lights the ceremonial Rangoli during a First Coffee celebration of the Hindu festival, Diwali.

Darden in the Media

It's no longer a surprise to pick up a magazine or newspaper and find a Darden professor quoted in a story. In fact, in the last year Darden has been in the media more than the previous three years combined.

In particular, Darden experts are being interviewed by reporters from major business magazines and national newspapers. There are three reasons for the sharp increase in media placements, according to Darden Vice President for Communication & Marketing Ken White.

"The first is our new Darden National Media Initiative," said White. "Second is not only the expertise but the willingness of our faculty to work with reporters. Third, the effort is being coordinated and organized in a manner that sets us up for success."

Darden's program is headed by Media Relations Director Beth Schmid who works daily with reporters from around the world, keeping tabs on story ideas and breaking news. Once a reporter begins researching a story, Schmid offers the appropriate Darden expert to the reporter to utilize as a source of information.

"Beth keeps close tabs on things so when she calls me to see if I can speak with a journalist, I'm certain it will be a good use of time for me and the reporter," said Darden Dean Bob Bruner.

He should know. Bruner has been cited by more than 50 reporters just since the summer. Some reporters look to Bruner as an opinion leader in business education. Many others include him as an expert when writing about mergers and acquisitions, the topic of his recent book, *Deals From Hell*.

"The Dean's new book has been a great way for us to introduce him to those journalists who didn't really know Darden that well," said Schmid. "He is such a quality interviewee that reporters now seek him regularly."

While Bruner leads the pack in terms of number of stories, several other Darden faculty and administrators are adding value and context to news reports. For example, in October, Bruner was quoted in the *New York Times* and the *Boston Globe*, Professor Peter Rodriguez was interviewed by a CBS television station, Professor Frank Warnock's paper was mentioned on National Public Radio and Professors Erika James and Martin Davidson were interviewed in *Black MBA*.

"We have two goals," said White. "The first is to offer outstanding customer service to journalists. The second goal is to lead people to think Darden when they think expertise in the world of business. If the number of stories in the media is any indication, we're getting the job done."

To follow where and when Darden is in the Media, go to the Darden home page or log on to:

<http://www.darden.virginia.edu/media/index.htm>.

Darden Unveils MBA for Executives

by Steve Evans

Darden's newly minted MBA for Executives fills a need that seasoned professionals crave.

Launching in June 2006, the program gives working executives the opportunity to earn a graduate degree in business administration in real time, without interrupting their careers. For half a century the Darden School has prepared students to create, lead and transform great organizations through the world-class full-time MBA program. Working executives can now reap the same benefits. Faculty say there are also many advantages for the school and alumni.

"I believe that the MBA for Executives is crucial to the school's future in two ways," says Dr. Bob Conroy, Associate Dean for MBA Education. "First, it fills a huge gap in our programs. We have a world-class two-year MBA program and world-class Executive Education. We need to have an MBA program that serves the group of managers with seven to 10 years of experience who are looking to further their management education while remaining in their current position. I believe that we need to be serving this group and in doing so provide the full range of educational services that corporations and students are looking for from a leading business school."

The program also presents an opportunity for Darden to develop a strategic capability to deliver distance learning courses, Conroy says. "Since this will be a critical part of the learning experience in the MBA for Executives, it provides an opportunity for the school to develop these skills. I believe that what we learn from doing this will quickly be incorporated into the full-time MBA program and also into the lifelong learning opportunities that we want to deliver to our alumni. This is an excellent opportunity for the school to develop the skills and capabilities necessary to deliver the type of learning experiences so critical to the next generation of MBA students."

"The program allows for a new forum for innovation for program design and delivery," agrees Elliott N. Weiss, Darden's Isadore Horween Research Professor.

"We will develop a set of capabilities that will permit us to deliver portions of our world-class education programs through distance learning. The relatively small and committed teaching group (10 faculty) will allow for the development of new educational materials that will be cross-functional and interdisciplinary in nature. These innovations will be valuable both to our executive and full-time MBA programs."

of progressive career advancement and is ready to move on to greater things."

The MBA for Executives awards the same Darden diploma that full-time students receive at graduation. Millar notes that the program is a perfect extension of Darden's product line. The school is already renowned for a superb Executive Education program, which *Financial Times* ranked #1 this year in course design, faculty, and senior-level open programs.

Maintaining Darden's high standards was the guiding principle from the onset of program development.

Current students and alumni will benefit from a broader network of individuals who hold the Darden MBA, Weiss adds.

"We anticipate the MBA for Executives alumni to be as committed to the school as all of our current alums and thus they will be part of the extended Darden family and network," the professor says.

The program is tailor-made for high-performance executives with 10-15 years of professional experience, says Executive Director Barbara Millar.

"We have designed this program for the strong manager who wants to achieve a higher level of leadership within their organization," she says. "Someone who has a solid track record

"There are a lot of executive MBA programs to choose from," Millar says. "Our differences include a tightly integrated curriculum that takes an enterprise perspective, taught by world class faculty to a group of highly successful students who are prepared to work hard and deliver results—both inside and outside the classroom. And we deliver that program on our state-of-the-art grounds in Charlottesville. Our differences are intentional. We are going to take you higher."

The program also stands apart for its attention to the particular needs of the candidates—professionals in their mid-30s to early 40s, says Dean Robert Bruner. "We're confident we can meet those needs," he says.





Professor Marian Moore, Academic Director of the MBA for Executives program.

By offering prospective students another choice, the program directly addresses the realities of a changing market for graduate business education, while expanding the Darden brand. New educational delivery models are increasingly accepted and expected by full-time students and Executive MBA students. Meanwhile, full-time MBA applications are decreasing at U.S. B-schools while Executive MBA applications are on the rise. Accordingly, Darden's new program attracts a student base that the school currently does not serve. It also responds to the interest expressed by executive education clients and others.

Following an intensive, 21-month schedule, the program consists of four residencies on the Darden Grounds, each lasting 7-10 days. When off grounds, students participate in distance-learning programs, each lasting three weeks for 15-20 hours per week. The off-grounds work will be taught in a virtual environment utilizing computers, video streaming and the Internet to enable faculty-student interaction. The program also includes an international experience—just like Darden's full-time degree program.

"This program is important because it fills out our portfolio of management education at Darden while fulfilling a real need," says Professor Marian Moore, Academic Director of the MBA for Executives program.

Before joining Darden in 2000, Moore was associate dean for Execu-

tive MBA programs at Duke University. Dean Bruner personally asked her to lead the new Darden effort.

"We know we're good at doing both of these things—providing MBA and executive education—now we have another offering that leads to the full MBA degree," Moore says. "I knew as soon as Darden started doing this, Duke would lose a lot of students from Virginia who had been commuting to North Carolina. This is such a natural fit for Darden. Now, with current technology, we are able to deliver a third of our curriculum at a distance. That cuts down on travel and time. And that helps create an executive-friendly format. Most importantly, we are still able to include the community aspect of the Darden experience."

Faculty also benefit by learning new ways of teaching a different type of student.

"These folks provide their own context when they come to Darden," Moore says. "They immediately bring a real-world perspective to the classroom discussion. These students are instantly going to be valuable members of the alumni network. They already have 10-15 years of experience and connections."

Maintaining the Darden standards of excellence was the guiding principle from the onset of program development, she says. "I know that when we got all of our core faculty together for the first time, the sense of excitement really came through."

Each entering class would be limited to 45-50 students.

The trick, Millar says, will be "admitting the right group of 45-50 people." The admissions process is based on the same standards in place for the full-time MBA program. GMATs are required of all applicants, who must also maintain full employment throughout the program if they are accepted for admission. Prospective students must also submit essays and a letter of endorsement from their employer. Applications are reviewed by the director and members of the teaching faculty who comprise the Admissions Committee.

"In the cohort it's important to have people who are at your level, who will challenge you" Millar says. "Our students need to be engaged at a level that's appropriate for a professional with a decade of experience. We're looking for the same kind of students, just older."

Each entering class will begin coursework in June and end 21 months later in April so that students can participate in graduation ceremonies. The premiere class is expected to graduate in May 2008.

With a price tag of \$90,000, the MBA for Executives offers an all-inclusive package that covers tuition and room and board while students are on grounds and is competitive with peer programs. Financial aid is also available, Millar says.

"These students are going to work hard," she promises. "They will still be working full-time; some may have a family and community responsibilities. We also want these students to feel like a part of the Darden community."

Alumni can help this vital initiative become a success by encouraging their colleagues and acquaintances to consider the MBA for Executives as another opportunity that Darden now offers for their educational needs.

Faculty who will teach in the MBA for Executives Program:

Paul Simko, Accounting
Wei Li, Global Economies and Markets
Bob Conroy, Finance
Elliott Weiss, Operations Management
Lynn Isabella, Leadership and Organizational Behavior,
Elizabeth Powell, Management Communications,
Marian Moore, Marketing,
Ming-Jer Chen, Strategy,
Robert Carraway, Decision Analysis,
Andy Wicks, Business Ethics ♦



faculty files.....

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job talk

Darden Grads Enjoy Improved Job Market *by Everette Fortner*

The Career Development Center is pleased to report preliminary placement statistics for the Class of 2005. Darden graduates fared well in the job market this spring due to improved economic conditions, more companies coming on-grounds and/or posting jobs, and more thoroughly prepared students. In addition, record number of new companies and new alumni were involved in recruiting students this year.

In terms of functional breakdown, both Consulting and Finance rebounded this year. In regards to industry, Management Consulting and Investment Banking hired a greater share of Darden students than last year.

While the numbers have improved, the CDC and alumni can do even more to help Darden students with their career searches. Here are our objectives and how you can play an important role:

More, Diverse Companies On-Grounds. We attracted over 20 new companies last year, but our target for the 50th Anniversary is 50 new companies. While Investment Banking and Consulting firms account for 40% of students, 60% of our students seek positions in more traditional manufacturing or growing service industries. Even if your target hiring number is small, I urge you to develop a relationship with the Career Development Center to help meet those needs. Contact Karen Klingler, Assistant Director of Business Development (klinglerk@darden.virginia.edu), for more information.

Alumni Available as Networking Partners. The CDC staff is encouraging more students to reach out to alumni as a source of information on careers and job leads. I hope you will take these calls and assist them in finding those positions that might not be typical MBA jobs, but that you know would be great positions for future Darden alumni.

Best Prepared Candidates. Our Career Consultants will settle for nothing less than the best prepared student candidates that you encounter in your recruiting. This year we have launched several programs to assist in this goal.

Expansion of a Second Year Coaching Program. This year, in addition to having an assigned Career Consultant, every First Year student will have a Second Year coach assigned. This group of Second Year coaches has been trained to help students in the critical aspects of their job search.

•More Focus on International. This year the CDC is dedicating more resources to assist international students with their job search. A new faculty role, Assistant Director of International Programs and Opportunities, will coordinate programs addressing all of the key issues that international students face in their job search. The position will also seek to develop contacts for international students at key US and international companies.

Revised Career Discovery Forums. In place of our annual Career Discovery Day, the CDC this year teamed with the career clubs to present five half-day forums on Consulting, Finance, General Management, Marketing and Entrepreneurship/Venture Capital on September 14, 16 and 21. These highly successful forums introduced career paths to these students through alumni and other company leaders.

Continuation of the Professional Development (PD) Series. The PD classes continue this year with some enhancements based on student feedback. The classes will involve more alumni and corporate speakers, as well as more Second Year coaches. Most of the PD classes will be in September and October so that students will be well prepared as companies come on-grounds for visits and briefings.

You can help by letting me know, as you encounter Darden students, if they are as prepared as you expect them to be. Whether networking or interviewing, these students are the Darden brand, and you should give us feedback if students are or are not meeting your expectations. If you have comments or feedback, please contact me or Jack Oakes, Associate Director (oakesj@darden.virginia.edu).

Jack Oakes (MBA/MA '89) recently joined the CDC as associate director. His focus is on building a world-class professional development program.

"Not only do alumni lead the recruiting processes at their companies, but I have also witnessed alumni invest hundreds of hours in preparing students for interviews," Jack says. "Whether on the phone or in person, alumni interaction is the best way to get students ready."

	Offers		Accepted Offers	
	2004	2005	2004	2005
At Graduation	69%	87%	64%	81%
3 Months Post Graduation	88%	95%	84%	93%

career development center

ACE Involvement Soars—Still Needs You!

Early this year the Career Development Center launched the ACE Toolkit (Alumni and Chapter Enrollment in Recruiting), and your response has been overwhelming. In the spring the CDC received dozens of new postings, a marked improvement from the previous year. Many new companies added recruiting schedules, some as late as March and April, giving our students even more opportunities to interview. Our placement statistics significantly exceeded the previous year. But we are not satisfied. Darden aspires to have the best Career Services offerings of any school, and to offer our students inside access to the best career opportunities available. We can only reach that goal through your continued involvement.

I am blown away by the willingness of Darden alumni to lead recruiting at their organizations. This leadership requires an investment of time and personal capital, yet our alums are making sure Darden is part of their companies' recruiting strategy. This is what ACE is all about—helping alums provide that leadership.

Now What?

As part of the 50th Anniversary, Darden and the CDC are targeting 50 new company relationships for the coming year. Fifty new companies would represent an over 40% improvement versus the low of the 2003–2004 year. While this number is aggressive, Darden and our students must have this access to stand on par with other top programs.

To schedule a recruiting visit this fall, discuss any of these options, or request an ACE toolkit, please contact me right away: FortnerE@arden.virginia.edu. You can be one of the 50 new—or renewed—company relationships during our 50th anniversary drive. www.darden.virginia.edu/career

Everette Fortner
Director, Career Development Center
(434) 924-7685
FortnerE@arden.virginia.edu



alumni career services

The exciting news of the fall is that Connie English (MBA '91) now shares the position of Co-Director of Alumni Career Services. For those of you who have not worked directly with Connie, who is also a graduate of the U.S. Merchant Marine Academy, her career experiences include time at Booz Allen, PepsiCo and J.M. Huber. In her accompanying column, she will describe one of her exciting new initiatives, "Returning to the Workforce."

New ACS Initiatives

New RESEARCH capability—this month we are announcing a new partnership with CSI International to provide market research to identify companies in target regions and industries. You will find complete information about this service in the ACS section of the Darden site. We are also working with CSI as well as a second company to provide detailed research to prepare you for interviews and meetings. We hope to announce these new services shortly.

RESUME POSTING is now available through our new partnership with the MBA Focus group. Many of you will have used them previously as the leading national firm that creates and markets student resumes to more than 1,000 domestic organizations. They will market alumni resumes to this group as well. Full details are available on the Darden site. We look forward to continue providing you with the best career service available at any school—give us a call.

Herb Crowder
Director, Alumni Career Services
(434) 924-4878
CrowderH@arden.virginia.edu



In the past few years, mainstream media has examined the trend of high achieving women phasing in and out of the workforce as their life priorities change. In the survey of Darden alumnae completed in February 2004, we confirmed that a large percentage of our female graduates have indeed stepped out of the workforce to attend to family matters. Thirty-five percent of the women who responded to the web-based survey reported not currently working full-time jobs. Half were not working in paid jobs at all. We also discovered that these women intend to step back into the workforce in a meaningful way, but are unsure of how to do so.

Helping these talented alumnae get back into the business world is a natural fit with Alumni Career Services' mission of assisting graduates in all aspects of career transition. To that end, we have developed a two-day workshop specifically geared to those looking to re-enter the workforce.

The inaugural workshop kicked off for DC area alums and their spouses this fall. A phenomenal group of women participated in the interactive sessions—exploring what benefits they desire from a return to the workforce, what kind of work they want to do, and the specifics of how to market themselves to overcome the professional gap. The networking opportunity of sitting with 15 other women in the same situation proved invaluable as well.

We are out front in meeting this group's needs and we plan to take the workshop to Darden alumnae in other cities. We have also compiled an extensive list of resources for reentrants and have connected with employers and recruiters who are interested in tapping into this talent pool. If you are out of the workforce and thinking about re-entering the working world—give me a call!

Connie English
Co-Director, Alumni Career Services
(434) 924-3029
EnglishC@arden.virginia.edu



executive education

Executive Education as a Strategic Tool

People are increasingly the most critical source of strategic differentiation, and executive education is a key tool for implementing people-driven change. Darden is among the world's leaders because our approach to management education is uniquely suited to developing executives, individually and as teams.

In today's business environment, an organization's processes and capabilities—its people—are often the only source of sustainable strategic differentiation. This is most obviously the case in services. For professional firms (banks, consultancies, investors), people are themselves the product. Their knowledge, skills and behavior—their capabilities—need to reflect their firms' strategies. As a firm's markets and strategies change, its people's capabilities need to change.

Executive Education is among the most effective ways of accomplishing this change. At their simplest, Darden's programs help executives continue their professional development. Our real value is the combined impact on individuals and institutions. We design custom courses to develop the new skills required by new markets and strategies: deeper global awareness; greater financial acumen; broader strategic insights. We bring these together in company-specific cases to help executives solve multi-faceted problems, especially from a 'whole firm' perspective. We aim to enhance leadership, ideally for the team as a whole, helping to create new operating models across organizations, breaking down functional silos, establishing personal networks and aligning cultures.

Delivering these educational experiences to established executives is challenging. Our participants expect rigorous, relevant, and demanding learning. The CEOs who send them want real change, raising the performance of their organizations. They demand programs designed and delivered to fit seamlessly with their strategy and culture. Most importantly, they look to Darden to help develop leaders with a 'whole enterprise' view.

Darden's approach to education is particularly well suited to meet these demands. Clients praise the intensity of the experience, the integration of the curriculum, the involvement of the faculty, and the quality of the service.

Executive Education is central to the school's mission of developing leaders in the world of practical affairs. Like all education at Darden, it provides what our market needs and values—"high-touch, high-tone, and high-octane" learning.

David Newkirk
CEO, Executive Education
434.924.4917
NewkirkD@darden.virginia.edu



Darden Executive Education prepares next generation of political leaders

Darden this summer reinstated its executive education program for public policymakers who are likely to lead tomorrow's state legislatures. Over 350 state legislative participants had attended the program from 1993 to 1999.

The program's objective is to develop the potential of emerging political leaders. This is accomplished through an interactive program focusing on elements of personal leadership style, awareness of the importance of values and ethics in governance and public service, and gaining perspective on the importance of the role of the state legislature in contemporary American politics.

Sponsored by the State Legislative Leaders Foundation, the Program for Emerging Political Leaders was held at Darden from July 12-15, drawing 60 legislators from 32 states. The leadership program gave high-potential participants a chance to immerse themselves in the latest thinking in personal, team, and political leadership, as well as values and ethics.

"This program provides us with a wonderful opportunity to work with America's future political leaders at a point in their careers when, for many of them, their greatest contributions to society lie ahead," said Stephen Lakis, President of the State Legislative Leaders Foundation. "We seek to offer these men and women insights and perspectives on the role of the public servant and the meaning of leadership in the American political process."

Darden's faculty leader for the program, Professor Edward Freeman, agrees. "Through this unique program, we seek to broaden our participants' perspectives to enable them to challenge the future in new and positive ways. We combine a variety of presentations from political leaders with the latest leadership concepts from Darden's faculty. The participants [occupy] the center of an action-oriented-process that will make a real difference for the future."



Continue your business development with Darden Executive Education.

Programs include open-enrollment sessions and company-specific custom courses. For information call 434.924.3000, send an email to: Darden_exed@darden.virginia.edu or visit www.darden.virginia.edu/exed/.



Darden's quest for the best reaches across generations. Here, the premiere graduating class of 1957 gathers with their counterparts half a century later during Anniversary Kickoff Weekend in September.

Darden Jefferson Fellowships Launch Ahead of Schedule

Broad and generous support has allowed The Darden Jefferson Fellowship program to begin a full year ahead of schedule. Announced during the school's 8th annual Scholarship Dinner in September, the first three fellowships will be offered in fall 2006. This special scholarship initiative, soon to be renowned as the most generous offered by any MBA program, was created through a partnership between the Darden School Foundation and the University of Virginia's Jefferson Scholars Foundation. The Jefferson Scholars Foundation provides premier scholarships to attract outstanding undergraduates to U.Va., and has expanded in recent years to include graduate and professional students. Unique in the world of MBA education, the new fellowships will strengthen the link between the school and the larger U.Va. community, while promoting greater interaction between faculty and students across grounds.

Darden thanks John G. Macfarlane III (MBA '79), Wally McDowell (MBA '63), Barclay McFadden (MBA '76), David and Nancy Webb (MBA '77) and The Melville Foundation for their generous support.

A proliferation of MBA programs combined with a smaller pool of top applicants creates fierce competition for the best students who, in turn, attract the best faculty. Business schools that provide merit-based scholarships enjoy a distinct recruiting advantage to attract the best students.

Darden is taking aggressive steps to meet that competition, including an ambitious capital campaign, to be known as the 50th Anniversary Campaign, which aims to raise \$50 million for scholarship and financial aid support. Of that amount, \$20 million is earmarked for the Darden Jefferson Fellows program. This endowment will eventually provide for 10 to 20 fellowships in each class.

Outstanding Scholars. Outstanding Citizens. Outstanding Leaders.

Darden Jefferson Fellowships will be awarded solely on merit to three exceptional students in the Class of 2008, with the expectation of an additional fellow in every class thereafter. Candidates must apply for admission to Darden by Dec. 1, 2005, and should demonstrate qualities of ethical leadership, diplomatic

decisiveness, and a track record of putting ideas into action, together with a superb record of academic achievement. Each fellow will receive full tuition, fees and living expenses. Additionally, Fellows will receive a research stipend in each year of their MBA program to defray the first year cost of a required laptop computer or to support a research-related activity, and to participate in a Global Business Experience or costs related to academic research in the second year. Even more important than the generous financial benefit, a core element of the fellowship will be the one-on-one relationship each fellow will establish with a distinguished Darden professor. Each Darden Jefferson Fellow will have a faculty mentor, with whom he or she will work closely on an independent research project resulting in a case study or research to be used in the Darden classroom.

Please contact Director of Development Tina Cote for more information on Darden's scholarship initiative: 434-924-4603 or cotet@darden.virginia.edu.

alumni news.....



Michael Woodfolk
Vice President, Alumni Relations
WoodfolkM@darden.virginia.edu

If Darden could be represented by one alum this year, who would that person be? Here's your chance to honor that individual by submitting nominations for the annual **Charles C. Abbott Award**—the highest recognition the Alumni Association can bestow. Your nominee continually demonstrates concern for the school's mission. Someone who commits generous personal resources to Darden projects, goals and needs. An alum whose initiative, persistence and outstanding contributions are recognized by their peers.

February 28 is the deadline for nominations, which you can send directly to me at WoodfolkM@darden.Virginia.edu.

As many of you know, we began the long, steady march five years ago leading up to Darden's 50th anniversary. Thanks to your excitement, engagement and commitment, the kickoff celebrations in September were a huge success. Hundreds of our alumni returned to participate in the procession and convocation on Flagler Court. Even the skies cooperated for us that afternoon, withholding rain until the event was over. Why was it successful? For the same reasons that make Darden successful: alumni connecting with faculty and students who had a chance for the first time to experience what we're all about.

Between Kickoff Weekend and our April gatherings, we really had two reunions in one year. Let's do it again in April 21-23, 2006, when we'll be "Remembering the Good Times!" for the '01 and '06 class years.

We're also looking forward to the good times yet to come. We're excited about the momentum Dean Bob Bruner is already building as he leads Darden into our second half-century. He's been warmly embraced by alumni groups around the country. My thanks go out to all of our alumni and our alumni leaders for making these gatherings possible.

Our newest initiative of the year is Operation Top Talent—Dean Bruner is focused on connecting our alumni with the best and brightest prospective students looking for a B-school to call home. We know our alumni will make all the difference in helping the school attract the best.

Whether I see you at Darden or somewhere on the road, I hope to see you soon.

chapter news

The Darden Hartford Alumni Chapter had their third annual summer reception welcoming summer interns and new alumni to the Greater Hartford region. This event was attended by over 60 alumni, Darden students and friends. Halsey Cook (MBA '91) President, Carrier, North America Residential spoke at the reception and shared some career tips with summer interns and young alumni.

This reception was also attended by Kent Brittan, Chairman, United Technologies International Operations; Cliff Farrah (MBA '94) Alumni Board member; Everette Fortner (MBA '87) Director, Darden Career Development and David Meyers (MBA '93), Vice President-Sales, Carrier North America.



class notes.....



Harvie Fitzgerald (MBA '57)

'57

E. Stuart Quarngesser
116 W. University Pkwy. #1334
Baltimore, Maryland 21210

As I write these notes my emotions are quite mixed as the media continues to report about the ongoing catastrophic results of Hurricane Katrina and I want to stress the positive work going on at Darden concerning the Celebration of the 50th Anniversary of the School. The magazine began writing about it two issues ago and now the School has a number of great performances scheduled the week of Sept. 19-25 with emphasis on Friday and Saturday, the 23rd and 24th. The vast majority of you will have been there and these notes are for those who were not able to attend.

All of you received the schedule and I'm not trying to be redundant. I just know that a schedule cannot impart the glory of the festivities and the spirit of the beginning of the School. Since these notes were written before Sept. 15, (and you will not see them for some time) how do I know what's going on? I just know all the stops are being pulled out for the occasion and I know of the huge efforts, late hours, determination, and dedication involved. The School is providing dinner for our class on Friday evening in the restaurant in the Abbot Center. To me it has the quality of a five-star restaurant not only because of the cuisine but just as much because of the magnificent interior design.

Forbes magazine has ranked Darden in 8th place of the best business schools. The previous biennial rankings were 13th in 2000, and 10th in 2003. The rankings are from the survey of the classes of 2000, and based on the return of investment, calculating compensation five years after graduation minus tuition and the forgone salary during school. Tuck is number one with a five-year gain of \$134,000.

Don Carson writes to me in December every year about what's going on with him

and his family. Regrettably late, I include here the interesting points in his letter of December 7, 2004. He calls attention to the fact that we are down to 22 after the death of **Lew Rawlings**. He said "Time is taking its toll. I expect, like me, many of us spend more time with doctors these days." It's not in this letter, however, from past conversations I know that his daily routine included swimming laps in a pool. Although I do not know when he began, he stopped keeping a record last year when it totaled 2,000 miles. (That is the equivalent distance from Manhattan to Albuquerque, NM.) He now swims four days out of seven. I'd say it is a miracle example of responsible fitness. He says it's been a good year. "Nothing earth shaking, but with relatively good health, who can complain," Don reports. He and Ruby made their third trip to Norway all the way up the North Cape. "We never tire of the fjords, mountains, and scenery in general." They also managed a trip to Alaska "spending all their time on the Kenai Peninsula where the glaciers, rivers, and mountains are spectacular and it was fun seeing the salmon run and watching huge catches being made by the local fisherman. One man said that he catches so many that he feeds his dogs red salmon that we pay \$12+ per pound for here in NC."

Don said they did their annual trip to Albuquerque, spending 10 days with one of their sons and daughter-in-law. In all three trips, they found air travel to be more of a hassle. They had one suitcase completely destroyed. In 2005, their sons and families treated them to another trip to Alaska for their 50th Wedding Anniversary. Just for the record, Don and Ruby's son, David, Margaret and **Lee Johnston's** son Bob, and Mary Ann's and my oldest daughter Carson (I know it's complicated) are together in the Class of '86.

On Sunday, October 30, in Arlington, VA, the Marine Marathon with 30,000 runners started at 8:30 a.m. At the same site an 8K race with 1,800 runners began at 9:25 a.m. The proceeds from the cost to enter the race were given to the Special Olympics Organization.

Tyson Janney, Harry Lewis, and Dick Wilson registered and paid the dues to run in this race. Dick, commenting on the status of the runners, allows that he is struggling through the heat and so far is making some progress. "Mainly I'm trying to avoid pulling a muscle or falling down. I still have a ways to go," he says. "Tyson is doing great! He's competing in the Sherwood Forest 5K and will be ready. The problem is that he trains on the road that borders the Farmington Country Club golf course and stops to pick up lost golf balls. If anyone comes to watch us it would be a good idea to spread golf balls along the race course so he can maintain his routine."

"I am concerned about Harry! He's already running five mile workouts and I'm worried he will peak too early. Actually his running is no problem, but he needs to increase his upper body strength to carry Tyson and me across the finish line."

Please Take Care.

'58

Class of 1958
Ed Dinwiddie
370 Rodes Valley Drive
Nellysford, VA 22958-8047
(434)361-1828

Fax: (434)361-1328
Dinwiddie@cyberwind.net

I just returned from Darden's 50th weekend celebration. Remember, Ray and I wrote you a letter trying to get you to return for this special celebration. You missed a BIG one. I carried the banner for our class and Ray brought up the rear. The school covered every detail and spared no expense, much like the old Sponsor Days. It was embarrassing when the awards were handed out and the Class of 1957 was the only award for 100% annual giving participation. We missed again. I guess we are getting older and must recognize that some just forget or fail to recall those memorable two years.

Fred Stow and Kent planned to come to the celebration but had to cancel. They had just returned from a barge trip, 10 days in England and 10 days in France. No, they did not gain weight! As a matter of fact, they are on the South Beach Diet and have lost 110 pounds between the two of them. If you want to catch Fred in his office, you should call (936) 588-3053.

Jim White says after directing the choir for 25 years, he is now having trouble just singing in it with all the new hymns and styles. Shirley is spreading her chemo treatments further and further apart between visits. I hope when they make their annual trip to U.Va. we can all get together.

Ralph May talks about temperatures over 100 degrees, but must have been trained well in the USAF to handle it. Carol is doing well with her chemo treatments and tells much the same story as Shirley White. I have been trying to get the two of them together.

Buz Fielding is in dialysis and doing much better. They will be moving and he promises to send his new address right away.

Hap Hackney said to hell with talking about health issues and is unhappy with **Bill Brewster** for talking to others about his (Hap's) heart surgery. He said it was no fun at first but he is doing fine now. Hap thinks it is just fine that Bill and Dorothea have two King Charles puppies (sisters from the same litter) to raise and that "it serves them right." The Brewsters lost their Bouvier. We lost our Chocolate Lab and I know how they feel. I get my dog fix by visiting any dog I see on our walks.

Alex McMillan and family have sold their home in Charlotte and are living in a condo in Charleston. Both children are there, John and Elizabeth (Mrs. Maybank Hagood, MBA '89). We were on the American Cruise Lines and Alex joined us for happy hour. Caroline was busy with decorators.

Jane Hanahan joined us for dinner also. We had a day in port so the next day Jane was our

navigator to Kiawah Island. We had lunch at the Sanctuary which is a five star, five diamond hotel built by Bill Goodwin (MBA '66). WOW! Do not miss an opportunity to visit this property of Bill's.

Ray Smith is trying not to go to the school every day. He and Phyllis spend a lot of time baby sitting. Their son, Tony (MBA '87) is doing well with both of his children "out of the nest" but Cheryl has the three that keep the grandparents busy.

Bill Frazier is staying in shape as a retiree on Class I white water. He is also working on his 50th Reunion at Dartmouth. His family is spread out in New York, California and South Carolina. He got a tour of the BMW plant in Greenville, SC. He said that Mr. Davier would have been impressed.

Now, all you guys whose names are not here get busy and send some news. If nothing else, let us know what books you and/or your spouse are reading.

'59

John L. Dodge
2010 Catlin Road
Charlottesville, VA 22901-8826
(804) 293-9731
jld4fshs@aol.com

Randy Cabell organized a brass band to welcome a Winchester National infantry battalion home from Afghanistan. Randy still has the energy and enthusiasm we all had 45 years ago. He and Mary Kay are off on a trip to Salzburg. Despite all other missiles and rumors, Randy guarantees to be with us for our 50th Reunion.

Ned Hardison enjoyed another golf trip to England and had just turned in a respectable 76 at his local club. He and Ellen are both blessed with good health.

Conley Ricker has recovered well from surgery. He looks and acts younger than all of us. "Patch" helped Rutledge put on the most successful U.Va. 50th Reunion ever.

Dick Rutledge is proud of breaking all reunion records of attendance and giving, beating Harvard and Yale. He is as competitive as ever. After just completing a major "Information Technology Management Conference," Dick is now planning a bigger and better one for next year.

Fred Sargent, my Bible study buddy, is as incisive and focused as ever. Fred still appreciates the courage and decisiveness of Dean Abbott.

Wally Stettinius still loves teaching at Darden. But, better yet, he savors every minute spent with grandchildren and at their events.

Ned Stiles is good looking, scintillating and fit (sort of). He remembers playing football against Florida State when you had to walk to get there. He plans to have his second hip replacement in January and then both knees in October of 2006. He wants to be in shape for our 50th. Ned's wife, Anna, has been very active

in the "Women Build" program with Habitat for Humanity.

I had a great visit with Barbara Coloney who is off with Ethel Ackerson to see all of Budapest and Prague. Barbara then plans to spend a week with her son Stephen (MBA '93) in London where he grew up.

Anne and I were blessed recently with a visit with her daughter Maggie and her two grandsons. I am looking forward to my next trip to Hawaii to be with Mindy and my two grandchildren. Please let me know how you are all doing and plan to be here for our 50th in 2009.

'60

Mr. James L. Fowler
1226 Falster Road
Alexandria, VA 22308-1809
ejfowler@juno.com

Pat Nelson, widow of our classmate Tom, was kind enough to forward two newspaper articles concerning **Rody Johnson's** new book, *In Their Footsteps*, wherein Rody traces the lives of six family forbearers from the colonial era to the early 20th century. This 273-page illustrated work is published by Charleston's (WV) Quarrier Press. In praising the book, the reviewer informs us that Rody is now at work on a third book which covers the history of the Los Angeles Dodgers spring training program at Vero Beach, Florida, where the Johnsons reside when not in Lewisburg. In his first book, *Different Battles*, Rody recounted the story of a German U-boat attack on a tanker off the Florida coast during World War II during which his father helped rescue crew members from the sinking vessel.

Frank Walker's book, *Remembering: A History of Orange County, Virginia*, is the first history of the county since 1907 and is published by the Orange County Historical Society. In June of this year, the

Walker family held a reunion in Orange at the Woodberry Forest School. He reports that 102 descendants of Captain Robert Walker, CSA, the founder of Woodberry Forest and Frank's grandfather, came to honor their heritage and strengthen family ties. Captain Walker was the commanding officer of B Company of Mosby's Rangers.

Suzanne and **John Sinwell** welcomed their eighth and ninth grandchildren on February 25, Suzanne's birthday. Son Andrew now has five women in his life. The senior Sinwells will head down to Vero Beach in October assuming a few breaks in the hurricane pattern, a weather-related courtesy they did not receive last fall.

Don Metzger continues his demanding entrepreneurial activities with Country Feed in Vista, California, and at the Metzger ranch in Fallbrook, where avocados are king. Jan and Don harvested 28 bins (each 800 pounds) of avocados this year. Jan, in addition to her agricultural skills, is an accomplished breeder of dachshunds with a kennel of 40 dogs, down from an earlier total of 80. She raises red, black, tan, and chocolate, miniature and standard, both smooth and long-haired. As a dog trainer, Jan also teaches behavioral modification for all breeds. In her spare time, Jan operates a store, Village Yarns and Sweaters, an enterprise she founded in 1980. Those wishing further information about Village Yarns can visit her website at www.villageyarns.com.

Glenn Van Eman reports that all is well in Houston, where he continues to operate as an independent financial business consultant. Both his daughters make their homes in Houston, much to Glen's delight. He has rekindled his fascination with the War Between the States, and finds himself in demand as a lecturer on this subject. A history major at Virginia Military Institute, Glen explained that the military events of the period 1861-65 have been a source of interest and scholarly research for all his adult life.



Dick Wilson (MBA '57) and John Davis (MBA '57) give the class of 2007 some pointers.

Mort Williams writes: "You know that Grazia Girod consented to marry me. No date is set, but it should be within a year. Earlier this summer I joined her in Switzerland, her native country, to tour the German section followed by special visits to Lugano and Montreaux. Grazia stayed in Switzerland with friends and family while I flew to England to visit my daughter Adele. Neil, her husband, and Adele are eternally busy in London. Somehow they've managed a very nice major expansion of their East Sussex home. I had fun playing 'inspector general' of the new additions. Upon my return to Garrison I've tended to the normal, everyday things. Sometimes I wish the pace were a bit more relaxed as each season slides by. Oh, I should have mentioned that last March my daughter Parthenia adopted a beautiful 15-month old Chinese girl. The baby is a bright charmer in their new Denver home. I was lucky to be one of those who went with Parthenia to China to pick up Adie (Adeline Davis Williams). I plan to see all my U.S.-based kids this fall and to reunite with the remainder of Adele's nine Vassar roommates in Cincinnati this summer."

An email from **Allen Venner** revealed his plans to visit the Darden campus early in September. It will be interesting to learn his impression of the splendid new facilities.

Dave White shared the following observations on the June reunion of his USMC Basic School class which he attended, along with **Jim Fowler**: "Some 115 former Second Lieutenants, all of whom were at Quantico for a period from July to December 1952, came together in Washington, D.C., 53 years later. The original class convened with a roster of 530 new officers, some 350 of whom survive.... I was impressed by the show that the Marine Corps put on for us. Our group was the largest delegation to tour the White House since 9/11. Of particular note was a 45-minute briefing by Vice President Cheney. There was a dress parade at the Eighth and I Barracks where

the 15th Special Basic Class took review. The newly appointed Chairman of the Joint Chiefs of Staff, General Peter Pace, USMC, spoke at our concluding banquet." Dave reported also that he is still involved with mining in Canada. When in Raleigh, he raises funds for a hospice in Wade County where they are building an \$80 million facility.

'61 Reunion

Mr. Nathan D. Bachman IV
7824 Laurel Avenue
Cincinnati, OH 45243-2609
ndbachman@aol.com

The spring 2005 issue of the Darden magazine arrived filled with exuberance for the first 50th Darden Reunion. It is hard to believe that Dean Abbott began this successful journey a half century ago. We are proud to be part of this stellar legacy.

Charlie Merriman wrote to me recently to explore our 45th Reunion, April 21-23, 2006. To fully exploit our 50th Reunion, we need to do a good job on our 45th Reunion. Only six graduates showed up for our 40th: **Nate Bachman, Bob Digges, Dave Farrar, Jerry Kavanagh, Tom Maher and Windy White.**

In July we mailed a questionnaire to each of you to determine your intentions for the 45th. If you did not respond, we would appreciate the courtesy of a reply. **Luke Simons** won't attend because they will be in Africa. **Ken Culbert** has declined because the date is in the midst of his busy sailing season. Is a Darden Reunion meaningful? We hope so. Darden tries to make the weekend fun and provide something for everyone. Once you arrive, you will be glad you came. It is rewarding to reacquaint and to catch up on careers, lives and families.

'62

Frederick Gignoux
1851 Wayside Place
Charlottesville, VA 22903
gignouxiii2004@yahoo.com

I was able to grab a quick phone call with **Larry Kellar** before he had to leave for a grandchild pickup...we all know about that...he is retired and still living in Cincinnati and has the same phone number he had when I last called 10 years ago: (513) 321-8151 – amazing in this age. He is retired and after leaving K-mart as vice president of real estate he worked for himself as a real estate developer, building in Ohio and even in Richmond and the Culpeper areas. He is very enthusiastic about being on the board of a conglomerate which has a sizeable coal interest in the Ohio area. The family is all well and one child lives in Richmond. He mentioned our upcoming 45th and plans to return.

Dale and **Wheat Wallenborn** just returned from Maine. They have been spending part of the summers in the vicinity of Bar Harbor which they love. Their timing is beautiful: back here just in time for a Virginia fall. They have a daughter in Roanoke close enough to visit and Wheat had just talked with **Howard Lawrence** who just had a son married (for the first time). Must be a class record. Wheat knew our new house in Charlottesville well, he said, because it was on the first paper route he had growing up. Bumped into **Troost Parker** last week at the university's Miller Center, and Troost said he had just returned from a dove shoot with **Charlie Mackall**, who is still plugging away in the investment world and has no plans to retire.

'63

Mr. John H. Wright, III
95 Roslyn Heights Road
Charlottesville, VA 22901-8120
wpltd@aol.com

Huck Heintz has a new position as Farm Financial Consultant with the farmers outreach sponsored by Cornell University. He and Marcia recently enjoyed a trip to Prince Edward Island and Nova Scotia. They hope to plan a return visit to Darden in the spring.

Huck recommends reading *Three Billion New Capitalists* by Clyde Prestowitz.

Hugh Campbell was on the way to a golf weekend "in between hurricanes" in Myrtle Beach and a visit to his son on Bald Head Island, N.C.

Judy and **Lee Forker** just returned from Bordeaux where they learned first hand about fine wine consumption while participating as helpers in the harvest. Rob was bringing a small group of 12 friends to visit them for the U.Va.-Boston College game Oct. 8.

Adam Briggs is serving as president of the owners association for 1,100 condo units with amenities such as an 18-hole golf course, tennis courts, four pools, and full service restaurant.



Terry Lockhart, Nancy and Jim Dunton (MBA '62) and Margie Burris



Lee (MBA '63) and Judy Forker

Sounds like a great place for us to visit!

'64

Richard H. Tatlow IV
P.O. Box 2018
1009 Boulder Drive
Carefree, Arizona 85377
Home Phone (480) 488-5680
Work Phone: (800) 678-5250
Fax: (480) 985-6401
Pdtatlow@aol.com

Dave McCoy writes, "I have been retired from Exxon International for 10 years now, but am busier than ever as chairman of the board of The York Theatre Company in New York City. We are a 36-year-old, not-for-profit company doing exclusively new musicals in our main stage and revivals of forgotten gems in our staged concert reading series, in addition to many other programs. This fall, I am proud to report we will have two shows, initially produced at York, running commercially off Broadway and one running on Broadway - probably a record for any theatre company. If you are coming to (or in) NYC look me up and come to one of our shows. I am also the proud grandparent of Thomas Arnet McCoy (Laramie, WY), who will be one-year-old in December. Millie & I split our time between winters in the Palm Beach Polo Club (West Palm Beach area) in winter, and NYC & upstate NY in the summer. She is very busy as well, training and showing her two dressage horses.

'65

Mr. Frank T. Ellett
3752 Brandon Avenue SW
Roanoke, VA 24018-1448
ftellet@virginiatruckcenter.com

Although you saw a little about our 40th Reunion weekend in the last issue, I wanted to give you a blow-by-blow description of our class activities. It was a beautiful spring Virginia weekend with dogwood and redbud in bloom. Most of the 14 class members who returned stayed in the new Sponsor's Hall facility which is located adjacent to the school where most of the festivities occurred.

Those who arrived on time Friday attended a series of educational forums. After a welcoming cocktail reception at the school, we gathered at Mary and **Lucien Bass's** beautiful new home for a superb dinner hosted by Lucien, **Tom Cordle**, **Nick Valdrighi** and your class secretary, me, **Frank Ellett**. Joan and **Walter Witschey** drove up from Richmond for the dinner but unfortunately had to miss the rest of the reunion. A highlight of the evening was a surprise performance by the Virginia Gentlemen — the University's a cappella group. It was a great, informal evening in Lucien's home with lots of "war stories" and great memories.

Saturday morning dawned with a cloudless blue sky and a continental breakfast at the school. After the State of the School address by Dean Robert Harris, our class joined the other reunion classes for a picnic lunch on the school lawn. Afternoon activities included a tennis match played by **Bob Henkle**, **Henry Dodge**, **Tom Cordle**, and **John Matthews**. Some of the wives toured the gardens at John Kluge's estate, Morven.

Saturday evening brought another reception followed by a private dinner for our class. C. Ray Smith and Phyllis joined us again for dinner. Afterward, Henry Dodge MC'd a very informal program as only Henry can do, in which he described what it's like to live in rural Mississippi. After we got up off the floor from laughing, it was time to enjoy dessert and a great (but loud) band under the tent on the lawn in Flagler court. Others just stayed inside and finished off the wine. It was way past midnight before many got in bed. Henry and John Matthews closed up the party!

Sunday morning a farewell brunch provided one last chance to get together before we departed for home. Betsey and **Peter Glover** flew home to Houston. The northern Virginia, DC, and Baltimore crowd (**Jim Norman**, **John Marshall** and **John Hilgenberg**) headed up Route 29, and **Paul Camp** motored down to Richmond.

All agreed it was a super weekend. The only thing missing was the rest of the class. Let's try for at least half the class to return for our 45th in 2010.

Best,
Frank.

'66 Reunion

Mr. A. Gordon Goodykoontz
302 Maple Avenue
Richmond, VA 23226-2642
agordon76@hotmail.com

Doug Luke reports he's alive and well, living his Charlottesville fantasy in Northern Dutchess County...fox hunting, bird shooting with his labs, "keeping quarter horses for our hundreds of miles of trails and loving the country life within 100 miles of New York City," he writes. "My partner and I have our office in the Chrysler Building in town and manage our personal office from there. My wife Sarah is a

business writer doing annual report shareholder letters from corporate Chairman and CEO's quarterly scripts, etc. Three adult children are adding to the mix with an accelerating collection of grandchildren...in short, all is well."

Lou Lacy and **Joyce** continue to fully enjoy retirement years by spending half of every month divided between their homes in Hilton Head, SC and Winchester, VA. They have maintained that pattern of lifestyle for the seven years since Wachovia purchased the commercial bank where Lou had served as Regional President. He plays golf year-round at Hilton Head (where he occasionally sees Bill Goodwin) and recently won the Championship of the Seniors Division First Flight at Winchester Country Club in VA.

Larry Howard provided a conservation easement for a portion of his timberland property in North Carolina. A recently completed stream restoration project was designed and supervised by Dave Rosgen, a nationally known expert in that field.

Gil Minor retired in July from Owens & Minor Inc., a Fortune 500 medical and surgical supply company founded in 1882 by Minor's family in Richmond. Minor had worked for the company since 1963, with an intermission for his Darden MBA. By 1981 he was president. Gil was named CEO three years later. He was named chairman of the board in 1994. Gil reports that he will stay on as chairman of the \$4.5 billion company, although he will also devote more time to his three grandchildren and become more involved with alma mater, Virginia Military Institute, where he is vice president of the board of visitors. Gil says he also wants to coach little league baseball again.

Finally, an important message from Avia Robinson (MBA '94), chair of the Alumni Board's Darden Communications Committee:

Please join me in a heartfelt message of thanks to **Gordon Goodykoontz**, for his many years of terrific and tireless service as Class Secretary of the Class of 1966. For years the Class of 1966 has been well represented by Gordon in the class notes section of *Darden*



MBA '66 classmates Harry Benner and Herb Crowder at the 50th Anniversary Celebration. Other classmates in attendance were Bill Goodwin, Booty Armstrong and Don Wilkinson.

class notes

Magazine. Gordon has eloquently chronicled marriages and promotions, relocations and retirements, arrivals of children and grandchildren—you name it, Gordon wrote about it. The class never missed a mention in the *Darden Magazine* under Gordon's capable stewardship.

While Gordon has worked diligently on behalf of the class for many years, he has informed us that the time has come for him to transfer his duties as Class Secretary. Gordon is hoping that one of you will agree to take over the Secretary duties, starting with the spring 2006 issue of the magazine.

In the last issue of Darden's magazine, every class was represented. Many people worked to reach the outstanding achievement of 100 percent participation. Please help us maintain this level of participation by volunteering to be your class secretary or one of a group of co-secretaries.

If you are interested in serving in this volunteer role, please contact me at AviaBorders@aol.com or 301-570-8819. Thank you for your consideration and many thanks again to Gordon for his great work for Darden and the Class of 1966.

'67

James B. Cappio
103 Aldridge Drive
Greenville, SC 29607-3331
jcappio@hotmail.com

Just back from the 50th Anniversary Convocation, and a very nice affair it was indeed. Present for the Great Class of 1967 were Mary and **Hugh Key**, **Lou Ives**, **Bruce Jolly**, **Mollie and George Wisecarver**, **Molly and George Barbee**, **Claire and Jim Cappio**, and **George David**, recipient of the Colgate Darden Medal. George was the keynote speaker for the Convocation, and incidentally, only the third recipient of the award. A well deserved honor.

Also of note was the fact that George Barbee marched as a member of the faculty. George is teaching a half-semester (one quarter) course in consulting practice, a second year elective. George and Molly have sold their long-term home in Scituate, MA, and are moving to Florida.

Nell and Howard Cobb spent six weeks this summer traveling the Lewis and Clark Trail. Howard says they drove more than 8,000 miles, fortunately before gas prices hit \$3 a gallon.

Rich Reibman wrote to say that he could not make the 50th Anniversary Convocation in Charlottesville. He and Joan are retired and living in Sarasota, FL. They have three daughters and five grandchildren, ranging in age from 4 months to 12 years old. Howard has just become president of the Bird Key homeowners association. The welcome light is lit for all '67s in the area (call me for coordinates).

Incidentally, **George Wisecarver Jr.** and **Jim's son Matt Cappio** are First Year students at Darden.



George Wisecarver (MBA '67)



'68

H. Gregory Kilduff
6347 Old Stage Highway
Smithfield, VA 23430-3728
(757) 356-9341
kilduffs@direcway.com

Darden began celebrating its 50th Anniversary the weekend of Sept. 23; **Joyce and Barry Harper**, **John McJennett**, **Phil Stone**, **Kathy and Jack Vann**, **Sandy and Durant Vick**, and I were able to attend. John and I took advantage of the opportunity to attend the Scholarship Awards dinner the evening before and met this year's William Fisher Memorial Scholarship winner, **Brian Tkacz**. His résumé is sufficiently impressive to cause most of us to question whether we could even be admitted; while thinking about that, one might further contemplate the reported annual \$37,000 out of state tuition (in state is slightly less). There have been changes in Charlottesville since 1968, never mind since 1955.

Knowing this column was to go in a magazine sure to feature 50th anniversary material, I solicited reminiscences from my limited class email list. **Ted Price** easily came up with a gem which I quote with his permission:

"I have a story for you that most have not heard and one I would never have related until my Darden school years were long behind me.

"Through my college years at U.Va., I had a Dixieland band that employed a number of Charlottesville citizens. We would get together to play weekly at one of the hamburger joints in town (near the train station and probably now long gone in C'ville's regentrification). The pay wasn't much (hamburgers and beer) but it was fun, particularly for the band members and maybe for a few of the whiskey soaked patrons. As the result of being a college student and one more interested in wine, women, and song than the background of the band's participants, I never asked who did what outside of music (we did have a drummer who spent a reasonable amount of time in the local jail but seemed to be there when needed). A few years later, fresh out of the Navy, when I was looking for a place in the class of '68 at what was to become Darden, I was walking through the

halls of the school trying to find the admissions director with whom I had an appointment. After opening up a number of doors to empty offices I was startled to come across my former trombone player from the band, sitting behind a desk. 'Snook,' I exclaimed, 'what are you doing here?' 'Price,' he said, 'I am the Admissions Director of the b-school.' Thus was I able to get into Darden as this probably would not have happened based on my college academic record. Small world, isn't it?" (In case you're wondering, I was able to verify the likely authenticity of this story with **Sandy Snook**, who attended some of the 50th Anniversary events.)

Ted, who is still managing money for Evergreen Investment Management, reports that he and **Carol** acquired a winter home in Johns Island, Vero Beach, FL, in ample time for two hurricanes last year. Fortunately, the home survived with minor damage. From time to time they see **Pam** and **Gib Harris**, who live near North Palm Beach. For anyone thinking about Christmas gifts for grandchildren, the Price's oldest son, **Ted**, runs **Insomniac Games**. **Ted** recommends such titles as "Spyro the Dragon" and "Ratchet and Clank" as entirely appropriate for children up to 12 and any classmates over the age of 60.

Included in this month's email was a note from **Van Whisnand** reporting a third grandchild, **Adeline**, born to son **Carter** (MBA '01) and his wife **Laura** last January. According to **Van**, now that there's a granddaughter to shop for, nothing pink is safe from **Campbell** in any store. Speaking of **Campbell**, I understand she has developed a line of jewelry which is starting to take off. **Van** has high hopes it will continue to grow into permanent retirement for him; however that may be, interested shoppers can contact **Campbell** at home. I don't think there's a website yet, but when I find one, I'll let you know.

On the subject of websites, **Durant Vick** keeps in touch with **Frank Louthan** who has a new international project, **HighMark, Inc.** which does have a site at www.highmarkinc.org. I checked it out, and **Frank** is there looking pretty good. **Durant** and **Sandy** are still in **Roanoke**, and for those keeping score, there is now a **Durant III** in **Williamsburg**. That brings the total next generation of **Vicks** to at least 5.

There was a quick email from **Ross Ogden**, who expected to be called out by the Red Cross in conjunction with the Hurricane Katrina project; shortly afterward the second hurricane appeared, and I have not heard from him since. **Ross** remains on the national Red Cross board and I suspect has been more than a little busy in that direction since late August.

As to hurricanes, **Googan Bunn** reported that **Peyton Bush** had moved safely out of New Orleans to a home "in the Alabama pines;" at the time he wrote they were concerned about the home left behind in New Orleans. **Googan** sent a clipping from the Sept. 30 New York Times which arrived in the mail a bit after this material was due. The clipping included a picture of **Peyton** and **Barbara Bush** outside their

weekend home northeast of Mobile, along with an article concerning evacuees from the Katrina flooding in New Orleans. They left New Orleans safely and look fit and healthy in the photo.

We have at least two more classmates in the hurricane affected area, **Jim Love** and **John Hash**, but I have no information concerning either of them.

On a much happier note, Googan reported news of Anne Conlin Bunn, a granddaughter born June 22. I think this may be the first; congratulations, Googan.

Phil Stone sent an email covering a variety of subjects including a remodeling project on an 1895 house in the Richmond Fan District. The youngest Stone child is currently at VCU; I suppose the remodeling work is somehow related, but I'm unclear whether the connection is free labor, free housing, or both. In another project, Phil graduated from The Shalem Institute program, "Leading Contemplative Prayer and Retreats," and recently led a retreat attended by 45 people interested in the subject "Praying with the Mystics – introduction to Contemplative Prayer" held at Dominican Retreat in McLean, Virginia. For more information he supplied websites: www.shalem.org and www.dominicanretreat.org. Phil also continues with his own website: www.findthedivine.com which will be featured in the AARP magazine this November.

In addition to seeing Barry Harper at the 50th anniversary event, he wrote that the middle Harper daughter, Kristen, was married on April 16, which was the 40th anniversary of Joyce and Barry's marriage and the 74th anniversary of Joyce's parent's wedding. That must be some sort of record. Barry continues to serve as President/CEO of Harper Brush Works in Fairfield, IA, with frequent trips to California and North Carolina where they also have plants. Their products are widely distributed

in the United States, including such chains as Home Depot and Lowe's. He did happen to mention that he has only 35 shareholders, all family members. He must do one heck of a job. Among those shareholders is a brother, Dr. William Harper, who taught at Darden and ran the Executive Program in the 1980s. Fortunately, this shareholder, who was also at the 50th, seems like a pretty good guy; maybe the challenge isn't as great as it sounds.

Bunky Blalock wrote a delightful note to the effect that he finally was lured from Chattanooga to Atlanta for a promotion to the headquarters of SunTrust. He indicated that he and Janice had always wanted to stay where they were, but have been pleased to find Atlanta a wonderful place to live. It could be that the presence of their two sons and two granddaughters in the area make a difference. In his letter, Bunky inquired after classmates in the way of hurricane damage and expressed his willingness to provide accommodations for those who might need a place to stay. Unfortunately, neither of us had a way to find them.

I think that's most of the news fit to print for this time. As usual, I do need current email addresses, and the Darden website needs them as well. Please go to the Darden site and update your information, including the email for life section. Right now it needs your help to function effectively.

Thanks for all the mail. Please keep it coming, and if you travel this way, you're always welcome in Smithfield.

'69

Mr. David A. Beach
100 Avon Street
PO Box 1547
Charlottesville, VA 22902-1547



Marc & Leslie Tarkington and David Beach, all MBA '69.

dbeachnop@earthlink.net

Leslie & Marc Tarkington and **David Beach** represented the Class at the 50th Reunion Convocation on September 23. Each class walked in behind a banner giving their year, but you wouldn't have needed it to tell the relative ages of the class members even at a distance, as most attendees from the mid-70's and before had on sport coats and ties, whereas all of the younger classes were wearing Polo shirts.

Bud Baker was chosen to serve on the Search Committee for the new Dean.

David Beach sold his company, National Optronics, to Essilor Int'l, a Paris-based CAC 40 corporation which is the leading manufacturer of eyeglass lenses and lens processing machinery world-wide. (Their most widely-known products are Varilux progressive lenses.) The move was part of a planned exit strategy, as well as being responsive to the significant consolidation of both customers and suppliers in the optical industry. He remains with the company under contract and will continue to function as the COO until some young Turk is brought in to run the day-to-day.

The Rolling Stones concert in Scott Stadium in early October was the most anticipated event in Charlottesville since the Dave Matthews Band show four years before, which goes to show that it doesn't take much to entertain the folks back home. Al Groh would have killed for his Cavaliers to get the reception that the Stones did, both attendance-wise and noise-wise (if U.Va. could figure out how to win some big games.) The evening was punctuated by a nationally-reported bomb scare which cleared the stage for an hour, but even that didn't deter the some 30,000 gray-hairs included in the audience from acting every bit like the college students they were when the Stones were in their heyday. There were many comments about how energetic Mick Jagger remained at 62, but for his share of the proceeds (\$5,000 tickets were sold at an average price of \$100), most of us could probably still summon the energy to shake it up for 1 1/2 hours.

'70

Jackson M. Young
4446 Church Road, Apt. 1
Doylestown, PA 18901-1732
pjyoung@pil.net

Well, here we are in the early days of Autumn... leaves beginning to turn and fall, evenings becoming a bit cooler, baseball ending, football kicking off, hearts opening to the cries from the Gulf Coast. But let's turn to thinking about some of our class members... at least for a short time! First and foremost, if you haven't sent a note to **Bob Stack** yet, please do so. He is progressing well, but really appreciates your cards and letters of support. Our goal of 100% of the class sending a card is well within our reach!

Our roving reporter in the West, **Terry Stuart**, reports that **Brian Angell** is living

Life, Interrupted *by Steve Evans*

Darden Alum Transcends Stroke

FIVE YEARS AGO Karl Guerra (MBA '76) woke up to a nightmare.

In the years since Darden, Guerra had built a successful career as a turnaround specialist, working with 17 companies in 25 years. In that quarter-century only one was put into Chapter 11. He had it all. The house. The vacations. The plane. All the accoutrements of success. But his extensive travel and the long hours took a toll. The tension of a road warrior's lifestyle increased his stress. Back home, his four daughters were growing up without him. "Why my wife stuck with me so long is anybody's guess," Guerra says today.

Then, in 2000, soon after coming home from a family vacation in Maui, Karl Guerra rolled over on a Sunday morning, gently rousing himself from sleep as he made a horrifying discovery. He stared at a TV remote control on the bedside table and slowly realized he did not understand what that button-covered object was — though somehow he knew he should. Within a day, he was unable to speak or read. He could not talk to his wife or children. He could not comprehend the newspaper or decipher the words. The terror was immediate, inescapable. Guerra stared blankly at his family.

His doctors made a swift diagnosis. At 51, Guerra had survived a massive stroke, possibly brought on by heredity, although he would soon wonder about the blessings of survival.

"I was told I'd never speak again in any meaningful way," Guerra says today from his home in Annapolis, MD, where his family moved from Connecticut. "I gave the doctors the international single-digit sign and moved on."

The journey was long, often painful, emotionally draining and crippling in the expense. And it was worth it, Guerra says. If a man can put a price on rediscovering the meaning of his life, on the value of reconnecting with his family, Guerra has paid the dole.

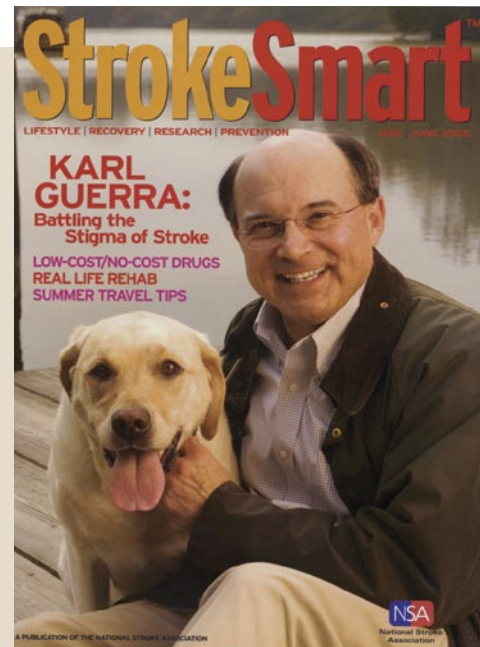
After his doctors gave him no

hope, Guerra began working 10 hours a day, six days a week with a speech therapist. Today his ability to communicate still hasn't reached where he was when Guerra was at the top of his game, "but it's damn-near 95%," he says. "I have found that there are so many things that happen to people who have had strokes. Depression is a huge piece. It's amazing how many people commit suicide as a result of having had strokes. If you don't do the research, look at the options, then you've got no shot."

He took his shot and bet the bank. "It was not easy for me to do this," he says softly. "Just the speech therapy alone cost more than \$200,000 out of my own pocket. It wasn't pretty; sometimes it's very embarrassing. But the message is: don't give up. You realize it's gonna be a helluva difficult journey and if you just push it, you can get results. The technology is getting better every week."

Guerra recalls the years before his stroke, working "absurd hours," leaving home at 3 a.m. on a Monday to catch a flight, then working until midnight every Friday. As a turnaround specialist, he worked for a variety of companies as president, COO and sometimes CEO, ordering the radical and difficult changes that had to be made in the methods, processes and staff at the troubled companies he was called to bail out. "I would frequently come in, do an assessment, come up with an action plan for the board, then come on board as the actual operating head," he says. The work took time and relentless dedication. And along the way, Guerra says he lost sight of what he valued most.

"Honestly, I think the thing that got to me was the separation from my family," Guerra says. "The work didn't get to me. The travel got to me. I had to do this all over the country. Living on airplanes, sometimes in airports, really



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sucks. I'm a man with four daughters and a wife. The tension that arose from the lifestyle is what got to me. The work itself I loved. The travel and separation from my family in many ways was unbearable. I watched four daughters grow up pretty much without me. I provided them with an awesome lifestyle, but what I completely lost sight of was the impact it was having on my family. That's what I couldn't bear."

Guerra believes the stroke that forever altered his life was self-generated. "My family has a history of stroke and I have high-cholesterol that I started treating in 1988," he says. "What they think actually got the stroke going was a small, small piece of cholesterol broke away and got stuck in the carotid artery and imbedded itself into the brain and caused a blockage. In my case, the blockage was in the communication center of the brain. I could not read, I could not write, I could not manipulate numbers. The good news is most of that was transient. By six months in, I had regained everything except for speech."

During those six months Guerra found the time to reintroduce himself to his family—time that had always been so scarce before.

"The Good Lord has His own way of making things happen," Guerra says. "All of us try to find some sort of rationale for the things that happen

to us and that's true of stroke. The Lord had in mind for me, first, slow down. One of the good things is I am to this day connected to my daughters. I am so thankful that this occurred. My daughters came together with us and helped work with me to be able to read and to speak and do all the hundreds of exercises that we had to do to get through. I was no longer a person that they did not know. We all became connected as a result of the recovery process. I don't think I could have survived the experience if I did not have my daughters and my wife be a part of this. I mean, here is my 10-year-old daughter teaching me to read out of the Toad & Frog books. You become very humble. But it's also a binding experience."

Yet Guerra also found that his professional associates, his business connections cultivated through years of hard work, were no longer willing to work with him. He felt ostracized, isolated. Indeed, he was all but abandoned.

Some people didn't want to deal with him due to his speech impairment. And his recurring thought was that these friends and former business associates believed his intellect had been impaired. "Inside, I knew everything that was going on around me," Guerra says. "And my doctors knew my intellectual capacity was 100%. I could do it, I could do anything they asked me to do. I just couldn't say anything. There was never a loss of cognitive capability. The other weird thing was I never lost any kind of muscle ability. Neither the left nor the right side was affected by the stroke."

He compared his situation to Helen Keller, a genius of a woman who was encased in a body she could not escape to communicate.

"You're trapped in your own body," Guerra says. "You just can't imagine. There were times when I wondered, 'am I going to survive this?' But it provided me with a drive, a mechanism to not believe what other people told me would be my fate. I found computer programs to be able to learn things on

the keyboard, programs designed to help people with aphasia—which is when you don't exactly know what you're trying to say and it's difficult to grab the word you're trying to express. You'll be looking at a clock and say something like 'watch.' I had to learn a lot about that. As an intellectual exercise, it was interesting. I'm just really glad that because of the people who worked with me, I can do this pretty well now."

He has other motives for telling this story.

"I want people to know it's not the end of the world," Guerra says. "Stroke is grossly misunderstood."

July 2005. Guerra is just returning to the world of work after five excruciating years, the first three dedicated to speech pathology.

During that time, the Guerra family moved to Maryland and he started looking for another way to make a living. "I tried real estate. I spent almost two years trying to build a real estate career and I've come to the conclusion that that's simply not who I am," he says. "In the last couple of months I have been regenerating my network, starting to explore options in helping people in terms of their business. I don't want to travel extensively anymore. I want to see if I can find in Maryland and Virginia and eastern Pennsylvania, maybe the southern New Jersey area, small to medium sized businesses that need professional consulting help, such as succession planning, retooling strategy—I'm a wiz at that stuff. And I'd like to do some turnaround work."

In a world preoccupied by money, Guerra concedes he has lost everything. "My entire savings for all of my daughters' college education," he says. "I lost my home last September, all of my IRAs."

And then, without skipping a beat, with genuine joy in his voice, Guerra says that he has found something vital amidst all that was lost: Within the love of his family he rediscovered a reason to live.

in Evergreen, CO, now after many years in Wyoming. One of his two daughters is nearby in Idaho Springs, CO; the other is at the U of Montana. His health is good, having skied 25 days this year, and he really seems to enjoy the Colorado Rocky Mountain high! He's worked for 13 companies since school, having recently started a vending machine business which takes him around the state every 2 weeks. I will miss those beautiful Wyoming postcards from Brian, but maybe **Phil Stevenson** can send some along.

Phil has moved to Jackson Hole, Wyoming, where he has a new property management company. There are many multi-million dollar homes in the area that need lots of TLC while they sit vacant 11 months of the year. Phil's team answers the need. His wife, Betsy, is tending a home in Atlanta until their son, the youngest of their seven children, finishes high school in 2006. Four of the kids are married; two are at school in Colorado. His two-household situation will soon end, and I'm sure the family will love life in the Tetons!

Rob Johnson was named Professor of the Year — 2004 at IESE Business School in Barcelona. Rob and Sherry still live in London, where he remains active in venture capital investments. Each year he teaches an Entrepreneurial Finance course at IESE, where he has had the opportunity to spend time with visiting Darden professors, including Dean Bob Bruner and Bob Conroy, as well as Darden exchange students.

After spending most of the past 35 years in the Northwest, **Bill Schiffrs** is living in Las Vegas. He recently retired, having done well with his furniture manufacturing business and other investments; however, the dioxin and Agent Orange he was exposed to as a Marine in Vietnam have silently taken their toll. Bill reports he's beaten cancer, so these days he's focused on staying fit and healthy. He also has some strong opinions about (and remedies for) the cultural and political decadence he sees in our country. He and Brian have stayed in touch over the years.

Terry Stuart's oldest daughter, Molly, graduated from Trinity College in May and studied Arabic in Morocco during the summer. Her sister, Lindsey, is a junior at Lewis and Clark (Portland) and has her sights set on nursing school. Terry's wife, Melissa, is an artist with four grown children and three grandchildren. "Life is full of family," says Terry. "I'm retired, volunteering as a mediator, painting and drawing regularly. This year, having never sung before in my life, I joined a choral group." His group sang Mozart's Requiem in the spring with the Boulder Philharmonic. His brother suspects that only the Bullfrog Choir would have a pad for him! Terry left the corporate world in 1981 and worked for or started a string of small technology companies, the majority of which went in the tank; however, one of them is currently owned by GE and another, which he started and led for seven years, has raised over \$90 million in

Beales Burnish 30-Year Bond with Darden, Curry



ANN AND MEL BEALE
have turned their 30-
year connection to
U.Va. into a legacy that
will benefit students
for decades to come.
Mel (Engineering '73,
Darden '76) and his wife
Ann (Curry, Masters
Special Education '75)
have bequeathed the
remainder of their estate
to endow scholarships at
Darden and Curry.

While the Beales now live in California, Mel says their hearts never strayed from Virginia. Mel is general manager for the Warranty Services business unit

of EDS, a business technology and computer services corporation, and Ann has been involved in real estate and her community since she retired from an active career in the classroom and as the supervisor for a special education team.

The Beales met while completing their graduate studies at U.Va. and later married in the University Chapel. Today, in giving thanks for what they received from their U.VA. experiences, the Beales say they feel compelled to return the favor on behalf of future scholars.

"I'm a double Virginia graduate and in both cases I had financial help. Because of scholarships and loans, I was able to concentrate on the academic and college experience full-time," Mel says. He wants the Beale Scholarship to provide the same opportunities for other students.

His scholarship endowment is specifically for Darden students from Virginia. Beale was raised in Southampton County, VA. While the Beales seldom travel to Virginia, Mel says their hearts never strayed far from the university.

“Today I’m a general manager, and general management education is the focus of the Darden School,” he says. “The Darden program gives you all the basic skills, and the knowledge and confidence to apply that skill. Since the day I left Darden I think there have only been one or two days where I doubted myself. It’s a pretty good feeling. In my professional career I’ve worked in every business discipline, which is kind of an odd career path — to go through all those functional areas. Darden prepared me to do that.”

Beale said part of his motivation in setting up the scholarship endowment was also to show his appreciation for “the excellent teaching staff,” with the hope that another generation of Darden students would avail themselves of a similar experience.

Ann added, “I generally have a feeling that if one can give back to society, one should. The fellowship I received enabled me to attend Curry, and after graduation, I felt much better prepared and qualified than my peers. I wanted to create this opportunity for students, and I strongly believe in education.”

With these gifts, they hope other generations will be given a chance to prepare themselves for professional success and personal growth. —by Steve Evans

private venture equity. He's had an intermittent atrial fibrillation problem (wiring problem in the heart) for the last eight to 10 years, which periodically zaps his energy. It's not life threatening, but he's in the process of lining up a relatively new surgical procedure to fix it.

John Hausmann has been liquidating companies on behalf of creditors, either as a receiver or as a lender's designee. "The result is usually the same: that is, maximizing dollar recovery to pay off the creditors." Having just completed a \$50 million company liquidation in August, when Hurricane Katrina hit the Gulf Coast, John headed to Baton Rouge to help with the relief effort. He was eventually sent to Cajun Country to find housing for the evacuees, basically getting them out of shelters into something more productive, both short and long term. "I arrived 16 days ago, and the shortest workday has been 12 hours, with the longest about 18 hours... seven days per week... no days off. We are definitely satisfying a need." His background as a former mayor and real estate developer has proven invaluable in these efforts. "There are some sacrifices: I miss drinking beer and watching the Bears on Sunday. On the other hand, and very seriously, the people are the greatest rewards."

Also working in the relief effort on the Gulf Coast, **John Booth** is somewhere in Mississippi at this writing with FEMA. You will recall that John works part time for FEMA as a Civil Engineer on call for various disasters.

Bob Bordogna reports that Elaine sold her restaurant last December after 12 years. She is now devoting herself to home cooking only, much to his delight and, unfortunately, his waistline. She still has her interior design and antique businesses, which are getting more attention. They were on an antique-buying trip to France when I reached him.

Messrs. **Bissette, Booth, Bryant, Curtis, Flowers, Hamaguchi, Herring, Hilbert, Hobson, Koval, Randolph, Robertson, Welsh, Young**, wives and sweethearts (mostly both!) attended Reunion in April. Y'all come next time... Spring 2010. It was great fun, especially having Profs Borden and Sihler and their wives as our guests for dinner. I played golf with Lee Hilbert, Hank Bryant, and Louie (I never miss a putt) Bissette (He didn't!). On Friday night we were entertained by a U.Va. men's choral group at the Ivy Inn ... incidentally, if you're ever in C'ville, that's a really good dining spot.

I ran into **Jody Luck** in Virginia Beach during a morning breakfast meeting that my son, Bill, attends. He sends greetings to Phil in Wyoming and **Larry Himes**.

I found Larry in Fall River, Massachusetts where he is the CEO of Duro Textiles L.L.C. He is playing "déjà vu all over again" as the company is in its second turnaround making unique fabrics for military, industrial, and home furnishings applications. He and his wife previously had an apartment in Providence but have given it up; consequently, Larry returns home to Greensboro more frequently. His son, Wes, his Yorkshire wife, and two-year old

grandson live in Clapham in South London... within a few blocks of my daughter... and my one-year old granddaughter! One of his daughters is teaching at Western Carolina; a second is married and doing PR work in the Philadelphia area. In Virginia Beach, I was also greeted by **Conrad Hall's** smiling face in the business section of The Virginian-Pilot following the announcement of Landmark Communications' intent to sell Trader Publishing Co. Conrad is the President and CEO of Trader, in the process of building a 19-story office tower in downtown Norfolk.

The winner of this year's "Class of 1970 Meade Scholarship for Creative Management" is Ellie Off. She is a Dartmouth grad, captain of their women's rugby club, with experience in the Department of Defense prior to b-school. She is an excellent student and President of the Marketing Club at Darden. The Scholarship Committee continues to select outstanding recipients for the award who will undoubtedly contribute much to Darden creativity in the future.

On the home front, Paula and I had a wonderful trip to Italy this year, visiting Italian friends I had worked with in the past, consuming large quantities of pasta and vino, and renewing memories of the beautiful country and its people. We have three grandchildren now, the youngest of whom (Margaret's Ella) came to Italy with us. Both daughters, Margaret and Elizabeth, are expecting babies in the spring.

If any of you are interested in sharing Stack's class agent work, please give me a call or email message. We really need your help! And don't forget those notes to Bob Stack at 6214 Norway Road, Dallas, Texas 75230-4061.

'71 Reunion

Jay M. McDonald
7910 Statford Land
Atlanta, GA 30350
(770) 668-0590
jay.mcdonald@mindspring.com

Bob Moore reports, "After 27 years in Oklahoma, I have returned to Virginia. Effective September 19, 2005, I became CFO of Erath Veneer Corporation and International Log & Timber in Rocky Mount, VA. Carolyn and I plan to live (again) in Roanoke.

Kenneth Hutton writes, "After having moved eight times in seven years, my wife, Jeanne, and I settled down in Kennett Square (mushroom capital of the world is its claim to fame), where we have resided for the past 28 years. In that time, our two daughters were educated in the school system where I graduated from high school. Now both are married and live within five minutes of us; the older daughter, who is a U.Va. grad in systems engineering, presented us with our first grandchild last February. After 10 years in the corporate chemical world, I spent 7 years in my own business before escaping the chemical industry altogether for the wilds of trade



Don Wilkinson (MBA '66), John Millar (MBA '72) and James Fowler (MBA '60) at Convocation.

association management, where I have spent the past 17 years in Philadelphia. During all that career upheaval, Jeanne found satisfaction as a guidance counselor in the local school system. We recharge our batteries and escape from the rat-race by retreating to a summer home on the banks of Skaneateles Lake, one of the Finger Lakes outside of Syracuse, NY. Or, we spend time with my First Year room-mate, **Gaither Shaw**, and his wife, Pam.

'72

Mr. C. Clinton Bolte
809 Philadelphia Avenue
Chambersburg, PA 17201-1268
cbolte3@comcast.net

Cris Stone has retired from Regents Bank in Birmingham, AL.

Please, everyone, send in your news!

'73

Howard P. Wilkinson, Jr.
P.O. Box Y
West Point, VA 23181
(804) 843-2007
pwwil@erols.com

As I write these notes, it is just after the weekend at Darden that kicked off the celebration of the 50th anniversary of the Business School's founding. I am sure you've read elsewhere in this issue about that event.

Celebrating were a few of our classmates, including **Rick Dent** who was there to visit his son Bailey (Class of '06). Rick, Bailey and I played golf on Sunday that weekend, along with Jack Oakes (MBA '88), who is on the staff at the school in Career Development. We won't talk

about the scores, but we had a good time.

Rick sold his business, Mayfair Mills in 2001 due to foreign competition, and has been involved in fundraising as the executive director of a hospital foundation in Spartanburg, SC. He is exploring other opportunities in the development/fund raising arena. Besides Bailey, Rick and Susan have two other great kids.

Also at the 50th anniversary kick-off were **Harry Rein**, as a member of the Darden Foundation Board, **Jim Farley**, who Rick and I talked to at the pre-football game activities, and **Jack Kennard**. I did not see Jack, but Rick and he had a good visit at the Friday night activities.

Not present during the weekend but represented by their offspring were **Buddy Letourneau** (by Scott, Class of '06) and **Carl & Karen Lane** (by Theresa, College Class of '06). These fine young people were attempting to "herd cats" as us old guys were milling about prior to the traditional academic procession down the "new lawn" at the Darden School. It was a fine celebratory occasion and I hope to hear from all of you in the near future.

'74

Mike Mayer
3820 Daniel's Run Court
Fairfax, VA 22030
703-385-4747
703-819-0991 (cell)
mike.mayer@cox.net.

The kickoff for Darden's 50th anniversary was September 23 and the Class of 1974 was well represented. **Gene Lockhart**, **Frank Genovese**, and **Gary Jones**, the three members of the class who serve on the Darden Board of Trustees, were in town. Also present were **Jim Kluttz**, **Sandy Boyce**, **Wally Camp**, **Don Wheeler**

class notes

and me. The 50th anniversary convocation and reception are covered elsewhere in the Darden Notes, so we need not duplicate that here. The event was well attended and the weather cooperated – a threatening thunder storm held off until everyone was sheltered in the reception tent.

Sandy Boyce was in town to visit his daughter Gwen, now a First Year student at Darden. Readers will remember Gwen from our last Notes which described her experience during the Pacific tsunami last December.

On Monday, following the celebration, several of us participated in a selection panel to choose a sculptor for the Jefferson statue project. Jim Klutts has described the project in several letters to the class, including one in September. Four artists competed and all made excellent presentations. Choosing a winner was very difficult, but we believe we have settled on a sculptor whose work will make the school proud of this addition to the Darden grounds. There are still further approvals necessary and it will take at least nine months to complete the work and put the statue in place, so there is plenty of time for those of you who would like to contribute to the completion of this project. This is a project that is going to have a lasting impact and you can be part of it. Please call LaTonya Sadler in the Annual Fund office at (434) 924-4590 if you would like to contribute.

Several classmates answered my latest email request for personal

updates. **Bob Pride** and **Dave Jamison** were brief but promised more information in the near future. Frank Genovese reported that son Michael was married to Jill Rappoport on June 12, which is also Susan's and Frank's wedding anniversary. The ceremony and reception were held at the Farmington Country Club and they honeymooned in Napa Valley, San Francisco and Yosemite National Park. Both Michael and Jill are PhD candidates at U.Va. in English and want to teach college. Their son Christopher continues his music career in Nashville, repairing instruments by day (to pay the rent) and playing saxophone for Secret Gossip by night (www.secretgossipmusic.com). The band has a CD out and may go on tour this winter. Their youngest son Daniel graduated from Georgia Tech in May and has received a full ride at U.Va. to study Biomechanical Engineering. Susan has been named to the Board of Trustees at her alma mater, Randolph Macon Woman's College, and continues to be very active in public education, while Frank continues to try and hit the little white ball a lower number of times each round.

I mentioned in my last email that I retired from IBM in June. I continue to do some work as a consultant to IBM and haven't felt the need to expand that, so far. Most days I wonder where I ever found the time to work. Our daughter, Amy, her husband, and our two grandchildren live about 10 minutes from us in Fairfax, and being a grandfather consumes a lot

of time. Our son, Jack, lives in Burbank, CA, and is in his sixth year of designing video games. He works for an affiliate of Sony. We see him a couple of times a year, which isn't enough.

Having said all that, I do expect to have time to track more of you down for some input to these notes, so expect a call or email. My new email address is mike.mayer@cox.net.

'75

Mark W. Howell
1822 Bobolink Lane
Charlotte, NC 28226-5702
MWHowell@msn.com

Stacy Brown Vermeylen writes, "We have finally reached the stage of the empty nest, with one graduated and two away at college! It is a big change and gives us a chance to travel and other things we have put off! My husband David and his partners formed a new company, Treehouse Foods (NYSE: THS) and they are busy with a growth plan. My job continues as non-profit executive director in the youth substance abuse prevention field. I still manage to pursue some marketing consulting assignments on the side!"

'76 Reunion

Dana E. Quillen
P.O. Box 123
Lyndhurst, VA –22952
quillend@cs.com

Greetings everyone! I attended Darden's 50th Anniversary fête in September and it was quite the affair. Lots of pomp and circumstance, alumni (old and new), and professors decked out in academic gowns and mortar boards. Even Mr. Forbes attended at the impressive age of 95.

Our class turnout was rather dismal. Being the only 1976 representative, I was lonely at my table. But, I know that you guys will not disappoint me in the spring. We will celebrate our 30th Reunion at Darden April 21-23, 2006. Mark your calendars and plan to attend. A casual dinner is planned for Friday night and then we will attend the Darden festivities for the remainder of the weekend.

Thanks for all of your emails! I appreciate your support of our Class Notes. So let me fill you in on the latest greatest.

Mel Beale and his wife Ann celebrated their 30th wedding anniversary in Banff. He writes, "We got married in the U.Va. chapel on a Friday and I cut classes because I was very nervous. Mr. Newton told me it was a marginal excuse."

Steve Johnson sends greetings from Walla Walla, WA. He and Neal live near Lowden, WA (pop. 50) and built a farmhouse, barn and small guest cottage on the Walla Walla River. Neal raises alpacas, dogs, and Bobo the goat. Steve is an author and has produced two books under his pen name, Sam McLeod. *Welcome to Walla*



L to R: Professor Emeritus John Forbes greets Professors Sherwood Frey and Ed Freeman

Walla and *Bottled Walla* are both available at amazon.com. Their three daughters are doing well. Austen graduated from U.Va. and works in C'ville. Abby graduated from Whitman College and attends graduate school in NYC. Anne attends Central Washington University and works with chimpanzees, teaching them to communicate in sign language.

Johnny Robertson and Fran went to Toledo, OH to attend **Sandy Lubin's** wedding to Kay. The ceremony was held at the Toledo Zoo and the attire was formal Safari.

It was great to hear from **Tim Pusch**. He writes "Things took a big turn for me about 18 months ago when my daughter was born. I have two sons, age 23 and 26, and my wife Michele has a son and daughter, ages 18 and 16. So we are going through parenthood all over again. I'll never be able to retire. I'll be 70 when she graduates from high school. Private college will probably cost around \$100,000 (a year)!" Tim is manager/broker of life and health at an independent insurance agency in CT. His son spent two years in Nepal in the Peace Corps and now lives and works in Washington, DC. His other son is in Boston.

And then I heard from one of our original characters at Darden – **Yvonne Lupton Dougherty!** She recalls that at her first job in NYC, her boss said, "Yvonne, you will go far in the corporate world if you could keep your opinions to yourself." Needless to say, Yvonne put in her time and moved on. Today she is the proud owner of Doc's Café, a coffee/tea shop in Westport, CT. She writes, "The pace in the morning suits my personality. I know all my customers' names and what they like. Occasionally companies use Doc's for focus groups at night which is great fun." And, Yvonne, you can now share your opinions with everyone with great abandon!

John Vernon writes that he and Michelle are doing well and he wants to get together in C'ville for dinner. John, you must give me more dirt than that! From the Charlottesville group, we have great fun at The Tavern on the 4th Friday of every month at 8 a.m.

Jim McVay continues to sell real estate for Roy Wheeler, Inc. and play tennis.

Bill and Cathy Kahn are doing well. Bill and **Glenn Ferraro** continue to build their sporting goods dynasty through Legends. One of Bill and Cathy's daughters graduated from Boston College and is a consultant.

Jim Cato moved to Scottsville, VA, from Lakeland, FL. He continues to work long distance for QMI, an automotive chemical company. His daughter teaches in Albemarle County. His son is a chef at Southern Culture, a well-established eatery in Charlottesville.

Martin Bass's daughter, Joanna, graduated from U.Va. in religious studies. His son is in Munich, working as a consultant. Martin continues his work at the Health Services Foundation at U.Va..

I went back into corporate life after nine years as an independent consultant. I am responsible for training and management

development for Wintergreen Resort which is one mountain over from my residence. My commute is seven miles and I can ski for free! Those of you who come to Wintergreen, please contact me. Would love to buy you lunch.

I am looking forward to seeing ALL OF YOU at the upcoming reunion.

'77

Paul Nelson
315 Oak Lane
Richmond, VA 23226
Cell: (804) 301-0783
Work: (800) 777-7663 ext.109
lpaulnelson@mindspring.com

Many thanks to those who called or sent in notes and updates for this fall issue! There are several new contributors in this issue so the circle is growing!

A few weeks ago **Mike Decola, Jesse Crews, Bill Harvey, John Strangfeld, Don and Carolyn Heim, Joanna Broeckl Miller** and I were in Charlottesville for the kick-off ceremonies to celebrate Darden's 50th anniversary. After the official Darden festivities and the Duke-Virginia football game we were joined by spouses and had a wonderful dinner in "The Gallery" at the C&O restaurant ... and yes, we talked about all of you! And now, here's the latest news from many of your classmates:

Jay Wink writes that "I am taking your threat of making things up, so I thought it was best to write.... I have been operating a voluntary benefits and communication business in Greensboro, NC, for about 15 years. As human resource departments have shrunk and benefits have become more complicated, the need for quality communication to employees continues to increase. Consumer driven health plans will provide us great opportunities for several years! I have also been working on a start up business providing limited medical plans to small Hispanic businesses in Texas. This is fascinating; lots of small businesses don't offer coverage and this gives them an affordable way to provide primary care benefits.

"We, like several others, have a child attending U.Va.. Our eldest daughter Douglas begins her fourth year there; she plays on the varsity tennis team, so we go to C'ville on a regular basis. Our second daughter will be a junior in high school, and is beginning the college search process."

Under the it's-a-small-world category, I see **Teri Louden** frequently; her father lives in Greensboro, yes, the subject of her book. He is a great guy, incredible energy. Ran into **Buddy Best** at a golf tournament two summers ago, he is still a great athlete. Also, **Marc Puntereri**, our daughters graduated from high school in the same class."

(Note: Jay's company is Wink Benefits & Communication.)

Bob Spicer sent in the following: "Kathy and I have been happily living in Williamsburg since 1989. For most of that time, I was with

a small firm brokering hotels. As of last year, I've joined one of my former colleagues in our own company, CAS Associates Inc., doing the same. We're based in Richmond but I'm working out of my home, pretty much on a part-time basis. My eldest son got married soon after college and 14 great months ago, presented me with a grandson. The second son graduated this year and will marry his high school sweetheart in October. Huge wedding because of all the neighborhood friends in common. My daughter is in her last year at Mary Baldwin College. Kathy is the school nurse at a local elementary school, but looking to retire."

Mike Decola also reports, "I was appointed as one of two business leaders to participate in a task force to determine the best way to proceed on a project to build a new bridge across the Mississippi River. The bridge project was given \$240M of earmarked funding in the recently passed Federal Highway bill. All the other task force members are politicians, so I've really entered the lion's den! The task force is headed by Mayor Francis Slay (St. Louis) and Judge John Barcivic from Illinois. Our son, Blake, is happily immersed in his freshman year at Miami of Ohio...only hear from him seeking laundry advice."

Susan Overholt Ruth writes, "After spending seven of the past 10 years living in Europe, we are happy to be back in Washington, DC, again. I am the director for global energy and global environmental strategy at Cambridge Energy Service Associates, based in CERA's DC office. I also worked for CERA when we lived in Paris and Brussels. My U.S. diplomat husband, Joe Ruth, is on a one-year sabbatical from the State Department this year, teaching at Georgetown University. That means fewer trips for him to China and North Korea, which pleases both of us! I continue to travel extensively, but no further than Western Europe.

And writing from the beautiful state of South Carolina, **Nancy Muller** provided this update ... "Good to connect ... After sending son #2 to join son #1 at Duke this fall, we decided to make a move ourselves. So we're moving to Kiawah Island and have also bought a 'footpad' in historic Charleston should we frolic downtown too late some evening. We've replaced the children with litter mates – two wonderful golden retriever pups Eliza and Chief – who keep us as busy as if we had newborn twins."

(Note: Nancy is Executive Director of the National Association for Continence – NAFC.)

The winner of the "shortest notes" has to go to **John McNair** who penned, "Leaving consulting. Returning to academic life. NC State B School and KRBS (UNC)."

And writing from Idaho, **Jim Brandstetter** writes, "Tami and I moved to Boise 25 years ago and have seen the city (and State) grow up just a bit. Since there are only 1.2 million folks in Idaho, it's not uncommon to be on a first name basis with the Governor (Dirk) or always

class notes ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

to know someone at the airport flying to or from Boise. The growth has been healthy with new restaurants, entertainment, and a mixing of the gene pool. With 70% of the state owned by the government and 1/3 of that land mass being wilderness, there are many opportunities to breathe in nature's wonders.

"I have been with AT&T the past 18 years and the senior AT&T management person in Idaho the past 10 years. After many divestitures and acquisitions of our own, we are merging with one of our own young, SBC. Tami has been with Delta Dental Plan for 25 years, all but two of those as president and CEO. She has grown the plan to become the largest dental insurance carrier in the state. We periodically see Abbie and **Donn Hutchins** as Donn took the CEO slot at Delta Dental of Iowa several years ago.

"Tami and I bought a cabin a couple hours north of Boise in Donnelly in 1990 and spend most summer weekends there. George W. recently spent a couple days at a new, year-round ski resort (Tamarack Resort) in Donnelly, which is directly across the lake from our cabin. To say the least, our cabin, or more appropriately, the ground it sits on, has the potential to dramatically enhance our retirement nest egg...or speed the start of the consumption of said egg.

"No kid stories to tell, since we never took that option. Only a few dog stories, since the passing of the Doober dog, the unofficial mascot of the Darden Class of 1977. We tend to travel overseas every other year. In 2004, we celebrated our 30th with a week each in France and Portugal. The world does seem to get a little smaller each time we venture from home."

Scott Harris reports: "Wonderful that **Charlie Scarlett** moved into town. We've grabbed lunch and dinner together with my wife and his fiancé...I continue to marvel at how well he keeps a good shine (on his head). See Mike DeCola at the golf course where he seems to play more (and much better) than I do. I've been doing the headhunter gig for seven years and love it. Special rates for classmates of course!"

It was great to hear from **John Palmer** who writes, "I got your email earlier today, after getting an email from Mike DeCola yesterday, so I guess it must be time to check in (after 28 years). It's hard to believe it has been that long, isn't it?"

Work-wise, John reports he has been CFO of a small engineering company in Pittsburgh since 1988. "Unfortunately, the company seems to keep getting smaller, although this year is going a little better than the last few," he says. "I haven't kept in touch with many of our classmates, although **Pat Tunney** stopped by last year on one of his business trips through Pittsburgh. I enjoy reading the updates on others that you provide to the Darden magazine. Thanks for taking on that chore! I have only been back to Charlottesville a few times since 1977. The most recent trip was about four years ago when my eldest daughter (Laura) was looking at colleges. We showed her Maryland and U.Va., but she decided she

wanted to go to Pitt and graduated last spring. My other daughter (Amy) is in her 3rd year at Kent State. As soon as we get college and weddings paid for we can start thinking about retiring, but that won't be anytime soon. Maybe one of these days I'll venture back to a reunion or some other classget-together." (Editor's unabashed early plug: That would be 2007 everyone!)

Some late breaking news from **Bill Ketcham**: "Great of you to do this...no good deed goes unpunished! I joined a digital media company in June...Adspace Networks, Inc. We have a network of 300 plasma screens in 26 malls across the country...we program them and sell advertising, of course. I am the Chief Marketing Officer and also oversee programming. We are raising our final round of capital now...doing the road show to private equity firms. Also teaching a market research course at City College of New York as an adjunct professor...nothing like being a mile wide and an inch deep. My son, Saunders, is at the University in his third year, and loves it (who wouldn't?)!"

And finally, **Jim Graves** writes, “All goes well in Belmont, MA, where my family has been living in a 190-year-old farmhouse for the past 10 years. I work in Cambridge, MA, right next to MIT, and am experiencing the ‘World is Flat’ phenomenon first hand. I work for Patni, a 10,000 person offshore IT services firm, headquartered in Mumbai, India. At home, hockey is the thing, it is a year-round sport for my two sons, ages 15 and 9. Finally getting some ACC sports up nawth: will see Virginia/Boston College football game this fall. Wahoo-Wa.”

Now, if you've read this far and you've enjoyed this brief up-date, then take a few minutes and fire me an email with what you've been up to...your fellow classmates really would like to hear from you!

Also, some administrative help is needed... the school apparently does not have the current emails for our following classmates: **Bruce Armistead, Rusty Pickard, Steve Crotty, David Webb, George Edmunds, Mike Doepke and Dan Montgomery.** If you can, please pass that info on to the school or me.

Well that's it for now...but remember...we have our 30th Reunion in 2007! It will be a fun time with a special Class of '77 solo event. So mark your calendars when you get the details and let's have a great turn-out! And if anyone is interested in helping to plan our events, please contact me or Mike Decola.

'78

Ms. Joyce C. Hoffacker
226 Cowperthwaite Place
Westfield, NJ 07090-4014
joyhoffacker@yahoo.com

Mr. George S. McBride
61 Shore Road
Old Greenwich, CT 06870-1814
gmcbride@optonline.com

Thank you for all of your responses. I was touched by the personal notes. Currently, I am using the Darden email system to contact people. If you do not use this email, please send your preferred address to joyhoffer@yaho.com.

Peter Shea contacted me to say that he had taken an early retirement as of July 1. He loves not working, and splits his time between Richmond and his home in Charlottesville.

Cullen Coates is still in Marin County. Sally has been the Executive Director of Episcopal Charities for the past several years. They have a daughter who is working and a son who just graduated from Hobart.

Cullen reports, "I have been working for the past couple of years as President/COO of iLaunch – a software company with a solution that enables on-programmers to build very sophisticated workflow-based database applications. We have Publicis Groupe and some other major clients and I am rolling it out in the US – the software is way ahead of anything in the market so it's another pioneering venture with some real strategic marketing challenges."

It's been a while since we heard from **Joel Greenberg**. He retired from the Navy in 1988 as a commander, and became a Washington, DC, rep for defense contractor M.I.T. In Sacramento, Joel was a corporate executive, ran his own manufacturing and distribution business, and was on the faculty of the University of Phoenix. The Greenbergs are now retired in Green Valley, Arizona, and love it. One daughter is in theater in New York, the other is married and expecting a child this winter. Joel is suffering from spinal stenosis and can no longer travel and Michelle is a cancer survivor, but Joel says, "We're doing quite nicely and would not trade places with anyone."

I wish I could send you the email I received from **Bucky Rulon-Miller**. He had just finished a 1,500 mile ocean sailing passage and anchored in the BVIs. At a favorite bar, he finally had a chance to down a cold Heineken; he threw back his head and saw a sailor's hat with "Darden" written on the brim tacked to the ceiling.

Floyd Collins has been cruising also, but on bigger boats. When not managing a private equity fund, he enjoys ocean cruises. This year he's booked on "an 11-day Mexican West Coast cruise over Thanksgiving, a 10-day Eastern/Southern Caribbean cruise in February (gotta work on my tan!) and a 10-day cruise from Barcelona to Athens next August." Floyd is looking forward to seeing all of us at the next reunion!

Brewer Doran met with **Judy Glazier** and **Anne Wood Bryant** at Anne's house in High Pointe, NC, for their annual reunion. Brewer has a new job – "Dean of the School of Business at Salem State College in Salem, Massachusetts. It's quite a large program and we have big plans for improving it. Boston's North Shore is also turning out to be a fabulous place to live (though I've only really been here a couple of weeks). Classmates are welcome to visit – the 'witch city' has plenty to offer and I have room."



Patrick C. Graney IV (class of 2007) at the Parent's Day First Coffee at the 50th Anniversary Kick-off with his parents Jessica Graney and Patrick C. Graney III (MBA '81)

A short message from **Dave Garlock** says that he is working on projects in the Northeast. What part of the Northeast, Dave? Please call if you're in NJ.

Paul Rubin had a great vacation with Caryl and **Alan Riffer** at the Spa at Ojai. (I'm jealous!) Bridge with the Riffers inspired Paul to re-enter the duplicate bridge world. Living in Memphis, the home of the American Contract Bridge League, has him playing with some famous people.

Paul still works as Business Systems consultant focusing on implementing and supporting MFG/PRO, an ERP package. (Sorry, Paul, I have no idea what that means.)

The **Ganeys** see Tink and **Marshall Bates** on a regular basis. Together with the **Bateses** they visited the **Marchetti's** in Springfield, VA, for golf, shopping, and a great time. As class agent, Mike is writing us all personal notes, so pull out your wallets. And yes, Mike, I do love reading every word you send.

As mentioned in the last notes, **John Deford** is building a new Porsche vintage race car. He hopes to make the last events of the year at Sebring, Road Atlanta and Daytona. Then he'll roar into the '06 season. He spends the rest of his time hunting and fishing. This summer he and Trish are going to Capri.

Tory Kerewich Blackford and I spend a great deal of time trying to get together. Between trips to Charlottesville where she has a home and a downsizing move to Teaneck, plus her normal whirlwind energy, she's hard to pin down.

I have started back to school again. In September 2000, I started an 18-month program to get my CFP Certificate (Certified Financial Planner). After almost completing five of the six required modules, I ended up in the hospital. So I'm finally in shape to begin again, and attended my first class this week. My goal is to also be certified as a Financial Planner for divorce, and I have several well respected attorneys ready to refer clients to me. My

mantra is that money is a tool, not a weapon. Even though I have to re-start at the beginning, I'm very excited and find that my brain works better than I had hoped.

I surprised two classmates with phone calls. First was **Sean Healey**. After many years in advertising, Sean has changed to market research. He works for Opinion Research in Princeton, NJ, and commutes three days a week from Manhattan where he has lived since '78. He's married and has one child at Georgetown and two at home.

I then talked with **Edward Bennett**. Edward was an MBA/JD and after U.Va. he earned a masters in tax law from NYU. Edward lives in the house where he was raised in Charleston, SC. He also is married with three children. His eldest, Edward Jr., is in his first year at U.Va..

Please send me any Christmas letters or family pictures that I could include in the notes, and please let me know if you're in the NYC area.

'79

Mr. William H. Bunn, III
2939 Perthwood Drive
Cincinnati, OH 45244-3567
wbunn@zoomtown.com

Ms. Peggy Watts Gup
31220 Shaker Boulevard
Cleveland, OH 44124-5149
wattsgup@att.net

Mr. John E. Robertson
965 Goldbelt Avenue
Juneau, AK 99801-1633
robertsonj@earthlink.net

Mr. Raymond H. Todd
4 South Park Street, Apartment 14
Cromwell, CT 06416-2132
raymant_2000@yahoo.com

Ray Todd now has two kids at U.Va.. Jeff is a first year in the School of Engineering and Applied Science. He's having a great time so far, and you may see him on the Club Lacrosse team. Emily is a fourth year, and she's devastated that she only has one semester after this one on "grounds." She says that she and all of her friends consider "graduation" to be a swear word!

Ray had dinner with Linda and **Jeff Elmer** in August, and Jeff reports that his son has been recruited by Penn State for Lacrosse. He is in his senior year in high school now, and expects to be a Nittney Lion next year.

Laura and **Frederic Guyonneau** are alive and well in Atlanta. Their daughter Morgan has been in some Wal-Mart TV commercials in Atlanta. Apparently she was shopping there to redo her room and a company marketing rep saw her and thought it would make a great ad to show a teenager shopping at Wal-Mart to redecorate, etc. If you see the Wal-Mart ad with the line that says, "Hi, I'm Morgan, and my Wal-Mart is in Atlanta!" – that's it. Their other daughter Margeaux is in her senior year of high school and is completing her International Baccalaureate, a high school degree that is recognized throughout the world. Some colleges she is speaking with indicate that they waive AP testing requirements for students with an IB degree. She is looking at U.Va. and Tufts as possibilities.

Jim Laurillard writes, "Totally shattering the notion that you can't teach old (I prefer 'middle aged') dogs new tricks, this is the first update I've sent in since we graduated. We can thank **Bill Bunn** for that; don't be fooled by his soft spoken, low key style. At least I've kept in touch with some people at various times, and gone to the reunions (all but the last one thanks to some back problems that fortunately have been addressed very well with some good physical therapy).

"Maggie and I celebrated a big milestone last year – our 20th anniversary and I bet many of you are feeling a lot of admiration and perhaps a little sympathy for her. Our 'little babies' (such vivid memories of cradling them in my arms the day they were born) are not so little any more: Rachael is 12 (7th grade) and Matt is 15 (10th). College is around the corner; I guess that early retirement fantasy is on hold for awhile.

"I'm continuing to live in the exciting world of technology solutions. After some national sales management positions with large multinationals like Hitachi and Casio, I took the entrepreneurial plunge in early 2000 to help a long-time associate run a small venture-backed company. I enjoyed it as much as anything I've ever done and even with our impeccable timing, we kept things going deep into the tech/venture capital drop-off before the company was sold. When I joined a solution provider (a company that was considering buying us out), I saw first hand how 'strategic mergers' that are going to be good for both companies can sometimes do quite

class notes • • • • •

the opposite. Who needs reality television? Anyway, I was fortunate enough to survive some major 'restructurings' as I watched an office that used to have over 100 people fall below 20, and when the former president (he hired me into the company and was my boss) moved on to a new venture, I had the good sense to accept an offer from a business partner (Navman/Brunswick New Technologies) that provides a variety of fleet management and mobile computing solutions. I enjoy the position and the company, but I dare not jinx it by saying too much; we veterans of the tech wars know better."

As I write this during the last week of September, it looks like the state of the Red Sox's pitching this year will make it tough for them to get even into the playoffs, never mind do well. But, after the historic events of last year, that won't matter so much. This comes to my mind whenever I do a U.Va. update, because it was during the fall of our second year (1978) when one of the most storied (just one on a long, famous list) Red Sox 'train wrecks' occurred. First, the great collapse late in the season, relinquishing their 14-game lead; then the one game playoff in Fenway spoiled by Mr. Bucky Dent. So many memories... Mr. Brownlee wearing his Bosox cap into class the morning of the big playoff game as some of us cheered wildly...sitting in Bill Bunn's apartment watching the game with some friends and after the Bucky Dent home run, I remember the calls coming in from some other U.Va. friends (Yankee fans) who were very eager to discuss the game. The call I remember most was from **Tim Treadway**, who besides being a Yankee fan is actually a great guy. Well, it took a long time for the payoff to come, so somehow the baseball gods compensated for that by making it unbelievably dramatic. I'm not one of those over-the-top sports fans, but after holding my grandfather's hand as a 5-year-old and watching Ted Williams play, and finally, after so many famous near misses, witnessing my 79-year-old father savor the first Red Sox championship of his lifetime, this goes a little beyond the typical sports story.

Whenever I think back about Darden I remember all the great people I met there; the good friends that I don't see nearly as often as I'd like. Looking forward to seeing you soon!

'80

Claire MacMillan Terry
5673 Chestnut Ridge Drive
Cincinnati, Oh 45230
cterry@cinci.rr.com

I hope everyone had a great time at the 25th Reunion. I received no reports so I guess you have all been sworn to secrecy! **Bob Henderson** was unable to attend the reunion due to his new venture, producing automotive interior components for the car companies. His production includes consoles, instrument panels, and simulated wood components for

Pontiac and Honda. Bob also produces parts in Mexico. He writes, "Many thanks to Bob Fair and John Colley; they are always whispering into the back of my head as I stare down the barrel of production problems. (Also Bill Zierden and Alex Horniman with Organizational Behavior-type problems)." On the personal side, Bob's eldest son, Bobby was recruited to pitch for Eastern Michigan University (alas, the Cavaliers didn't pick him up).

Congratulations to Cindy and **Harrison Turnbull** who celebrate 30 years of marriage this year! (Is that the record for our class?) Their daughter Kate graduated from Furman this past year, and works in the Development Office at Washington & Lee University as assistant director of the annual fund. Harrison's recruiting firm continues to grow and keeps him busy.

Ted and I just celebrated our 25th wedding anniversary with a wonderful trip to Sardinia, Italy. I continue to stay busy with volunteer work and spent a week in Honduras on a work team this summer.

Many of us were saddened to hear the news of **Rob Brown**'s death in August. We offer our condolences to his close friends and family.

'81 Reunion

Alton F. Martin
6507 Valley Ridge Court
Austin, TX 78746
Office: (512) 328-0050
Fax: (512) 329-0029
amartin@copc.com

All is going well in Austin with the **Martin** clan. My daughter Katrina was a freshman at Tulane for about an hour when we were told to evacuate. We left N.O. ahead of the hurricane, leaving behind all her clothes, etc., as we thought she would be back in school by Thursday. Everyone knows what happened. The net net is now we have a UT Longhorn daughter, and she couldn't be happier. Much to our surprise and delight, she loves UT and has decided to stay. I guess living in the dorms and not having Mom and Dad around make Austin a much more fun place! Our younger daughter, Tyler, now a sophomore in high school, has joined a rowing team and loves sculling on Lake Austin four days a week. I still have the joy of working with **Cliff Moore**, my life long friend from our Darden study group. We are blessed with a business that continues to thrive, and while it takes an awful lot of time, we both enjoy it. I've been in touch with **Teresa DiMarco**, and we're looking forward to the 25th Year Reunion. It only seems like yesterday we were at our 20th!

Sugar and **Jim Baker**'s son Jim the III is a senior at Vanderbilt – hopefully still on a four year program. Their daughter Sarah is a junior and boarding at Saint Mary's School in Raleigh doing well.

Joe Veilleux writes, "I guess it is about time I try and reconnect to the Class of '81

as a prelude to attending the 2006 reunion. I live here in Pittsburgh, PA (I'm an avid Steeler fan) with my wife Pat (Law '81) and our son, Alex, on the same street with one of our other Darden '81 classmates, **Tom Murphy**. Since 1990, I have been specializing in starting US operations of foreign pharmaceutical related companies. I am on my third one now called Madaus (a German company) where my title is President, Madaus USA. I am also executive vice president of one of their subsidiaries called Euromed USA (out of Barcelona, Spain) which I started in 1995. These are relatively small operations but I enjoy getting to start them from nothing and helping them grow. I also enjoy the travel back and forth to Europe. My only regret is that I have let my business life interfere with my golf game as I have ballooned from a 7 handicap during my Darden years to a weak "money donating" 14 now."

Bob Dewey writes, "Kim and I have left the Blue Ridge Mountains and our Wintergreen home and are now dealing with the visit of Miss Katrina to our Mobile Bay home. Kim gave me some guidance a year or so ago that it was time to retire. So we travel and do genealogy. She is an Alabama girl but I fall into that other group. I am also working on a book about the history of American politics. So far it has been fascinating."

Elliot Rosen writes, "All is well here in the desert heat. My three kids are in college, and my oldest will be graduating from UCLA in the spring. We'll see how well prepared he is for the upcoming job recruitment process. Doing some interesting things at work. Just opened up a Luxembourg based mutual fund, denominated in euros, investing in USD senior secured bank loans, and hedging back to euros. I'll try to make it to the reunion."

'82

Michael Diefenbach
623 Tivoli Passage
Alexandria, VA 22314
703 548-7209
emdief@comcast.com

I write this at the start of the fall season, when, if you're like me, you've had to service your home's A/C unit yet again after a summer of strain – just in time for Indian Summer. It seems we're all doing a lot of "giving back" these days, and not just to our kids. Many of us have hooked up with Darden's recruiting machine to attract new students to C'ville. (After all, they've got that fifth section to fill now!) These include:

David Hillman, who reported from Pittsburgh that he, **David Blair**, and two other cohort members were hosting a Darden event at their private equity firm, PNC Equity Management.

Greg Williams and I wowed 'em in Washington recently, working a roomful of Darden prospects with tales of the school's spirited class discussions and unique, vibrant culture. (We backed each other up when our

fading memories couldn't retrieve missing details.) Greg is a specialist at Wachovia Mortgage Corp. in Alexandria, VA.

Glenn Camp reports that life is good after returning to "the oil patch" at a particularly good time. He and wife Sonya recently relocated to Venezuela, where Glenn is running the LAO operations of Vetco Gray de Venezuela, an oilfield equipment manufacturer. Glenn is also witnessing first hand the effects of turbulent political change in that country.

Amy Feldman checks in from Massachusetts, where she's balancing raising her two teens with project work. She's been developing business plans, working with companies in difficulty, and acting as part-time CFO for a few start-ups. On the parenting front, Amy speaks of the unique challenges of imparting discipline to a 13-year-old boy who is half-a-foot taller, and whose "hormones are rising and desire to do anything productive declining." Sound familiar?

John Guinee knows something about managing – and surviving – change. He's been part of four company mergers or acquisitions since Darden. The latest came three months into his job as managing director of research at Legg Mason, covering office real estate investment trusts. As part of the Legg Mason-Citigroup deal, Legg Mason Capital Markets merged with Stefil Nicolaus, a Saint Louis-based, retail-oriented investment bank. Happily, John gets to remain in his home city of Baltimore. Quite a relief, as John had just ended two long years of commuting to Indianapolis for his previous job. John and his wife Michelle have their pick of two beautiful Massachusetts weekend destinations, visiting their daughters at Williams and Amherst.

Carlos Ioas has been managing director of Rothschild Bank's Geneva office for the past four years. Carlos has two great kids – William, 13, and Victoria, 9.

Bill & Susan Coogan still call Richmond home. Like Guinee, Bill knows about long work commutes. He travels to Durham, NC, where he's running an aerospace company that manufactures airplane parts.

Susan holds down the fort at home and is chair of the board at the independent school she attended – and where her two daughters now go (now that's continuity!). Son Hank is on the baseball team at the University of Richmond, where his 50+ game schedule will give Bill and Susan plenty of chances to root him on next Spring! The Coogans enjoyed a recent visit from David Hillman. And Professor John Colley (38 Darden years and counting) sits right behind them at U.Va. football games, so they get to meet lots of current Darden students who accompany him (and who seem to get younger every year).

After five years in Brussels, **Holly Whitin** returned to us, bouncing off Boston and curling up in California. She's director of marketing at Edwards Lifesciences, for their catheter-based aortic valve replacement implant. (Try saying that three times fast!) She reports of a little culture

shock, but just when she might tire of the rolling SoCal surf, Holly visits her firm's Swiss office to check out its view of Mont Blanc.

David Williams has been named managing director of Grubb and Ellis/Harrison and Bates, a full service commercial real estate brokerage firm and a locally-owned affiliate of Grubb and Ellis company.

Susan (Sommovigo) Gregory and her husband Andy have relocated to McLean, VA, from Atlanta. Susan still consults for a variety of clients and is enjoying being back in Virginia. Husband Andy is consulting for the government (computers). Susan is the first classmate I know of to "combine households" with parents...a daring, and creative move.

Bill Hawkins is President & CEO of Medtronic, Inc. in Minneapolis. Bill's "teen count" is an impressive three. His eldest – daughter Elizabeth – just started at Duke. Bill longs to carve out time to visit his cottage in Wrightsville Beach, NC. Darden is helping to bring him closer, as Bill just joined our Board of Trustees.

Susan Holson, Co-Publisher and Editor of Kids VT, Vermont's family newspaper, is profiled in the new book, *Be Happy At Work: 100 Women Who Love Their Jobs, And Why*. Her story appears in the chapter titled, "The Hurdlers." Susan is in good company, with the likes of Leslie Stahl (CBS), actress Stockard Channing and Helen Gurley Brown (Cosmopolitan magazine) also profiled in the book.

Let's wish "good hunting" to those of us who are searching high and low for the ideal college for our children. They include Amy Feldman (for her daughter), **Harry Travis** (for son Danny), **Scott Franklin** (for son Cole), The Coogans (for daughter Meg), and yours truly (for son Colin).

Have a great winter and truly happy holidays!

'83

T. Mitchell Bland
3rd Floor
1314 North 3rd Street
Phoenix, AZ 85004-1749
mitch.bland@cableone.net

Earlier this year, **Charlie Tillotson** was named CEO of the National Beta Club. Headquartered in Charlie's home town of Spartanburg, SC, it was founded in 1934 by a college professor. Beta, along with the National Honor Society, are the two primary national high school academic societies in the US. The National Beta Club has more than 400,000 members in 42 states, concentrated primarily in the Southeast and Midwest. Charlie says the classroom experience in Hornimann and Clawson's OB courses, especially the 90-day plan, really applied in his new duties, and he is really enjoying the transition to the non-profit world.

While in DC recently, I was able to meet up with **Karen Henry** and **Araceli De Leon**. Since

graduation, Karen has worked in Washington, DC, with her husband Marc Fleisher in a very successful residential real estate business. She has been handling all the marketing and back office duties while Marc has been the salesperson. As the DC real estate market has roared, so has their business, and Marc was honored as the DC Metro area's 2004 Realtor of the Year.

Through the years, Karen has somehow found the time to raise 4 children of her own (ages 15-22) plus two foster children. She's currently in the process of renovating a house in the Cleveland Park neighborhood in DC and has a beach house in Rehoboth Beach, Del. She keeps up regularly with Araceli, who is currently doing freelance media production & project finance work while trying to stay ahead of her now adult son Liam and an active tennis schedule. One of her more interesting projects right now is a documentary she's working on about China. Both Karen and Araceli still look about like they did at Darden which, after 22 years, is no small achievement for any of us.

I also spoke with **Wendy Enikeiff Boortz** not too long ago and found out she's rejoined the business world after 14 years of working in the home. After Darden, she moved to Colorado, but in 1994 moved with her husband to Columbus, OH. About two years ago she rejoined the work grind and is now a mortgage loan officer with a local bank. She says she loves the job and the flexibility it offers, but going back to work after years of raising children was "like walking back home from the moon." Her daughters, ages 12 and 15, are bringing all the joy children that age do for their parents.

Ned Spangler checked in. He's been down in Memphis since 1987 where he works for International Paper. Ned is one of only 3-4 people in our class who are still working for the same company since getting out of Darden. Work wise, he says that "the paperless office" is finally here and thus making life at work way too interesting for him. On the home front, the very proud Ned reports that his daughter has started her freshman year as a pre-med student at U.Va.. Ned is planning several trips up for football and basketball games in the coming years. Ned also has two boys, ages 16 and 12.

Chris Privon, our Class Agent, forwarded me the final results for our class for our 2005 Darden Annual Giving campaign. We raised \$72,000 with 42% of the class participating. For 2006, we're aiming to hit 50% participation of the class of 1983, with a dollar goal of \$90,000. Both goals sound great!

Many of you are aware by now that **Kitt Moore** passed away on July 25. An all-class email when out with the details, but in case you didn't see it, Kitt died after a long battle with a brain tumor. Kitt moved to Hawaii after graduation from Darden and stayed there for 21 years. He, his wife Holli, and their two daughters relocated to Richmond in 1994, where he had been working for CCA Industries as a real estate manager. Kitt was a hardworking, patriotic, and well-respected member of the community,

class notes • • • • •

and was a true friend to many. If you'd like a copy of the email, please contact me at mitch.bland@cableone.net.

'84

Debbie McPhillips
1547 Broad Crossing Rd.
Charlottesville, VA 22911
434-978-3909
mcphive@mindspring.com

Greetings from "50th Anniversary Central" – the couple of hundred of you who missed the kickoff of Darden's 50th Anniversary celebration in September really missed a treat. Davies Bisset and the Anniversary committee really know how to throw a kickoff! Every little detail of every event was perfect. The Convocation on Friday afternoon featured a bagpipe-led procession of all 50 classes. Class of '84 was well represented by yours truly, **Dan and Liz (Heller) Lynch** (who had addressed Mr. Colley's class earlier in the day), **Hank Skelsey**, and **Tim Laseter**, who split his time between his alumni class and the Faculty. Dan and Liz's 14 year old son, Zach, was a good sport about attending the ceremony, even after the parade marshal took away his "'84" button. While waiting for the procession to start, Hank and I discovered that we have the same spacing and gender order of our four kids – seven years between the oldest (a son) and youngest (a daughter), with two sons in between. Got me to thinking about Phil Pfeifer and correlation coefficients.... Mauri and **Dean Johnson** missed the convocation but made it for the reception, and I heard that **John Jung** was in town for dinner, although I did not see him. I admit I may have been too busy "carbo-loading" for the second annual Darden Cares 5K the next morning (there are carbohydrates in beer, right?). Our other local athletes, Tim and Dean, had previous athletic commitments elsewhere, which left me to carry the Class of '84/Section B banner by myself at the race. One of my sons won the 15 and under age group and due to a scarcity of mother-son entries, we managed to "medal" in that category as well. Of course, a member of the Class of 1957 beat me by a good five minutes, but luckily for us, he was in a different category!

At the convocation, Dean Bob Bruner delivered an inspiring rendition of his "high touch, high tone, high octane" call to action. As I said in my urgent plea for class notes, I think we should consider Bob an honorary member of our class, since he came to Darden along with us in 1982. Bob must be taking the high octane part to heart, because **John Fowler** wrote me that "My only new news: I will be teaching Bruner's 2nd-year M&A class in the spring – both sections. Other than that, extremely busy, and enjoy living my life vicariously through my son John who graduated from Vanderbilt in May and is now writing for Surfer magazine in Orange County (after getting

up for an early surf, of course!)."

Peggy (Wilson) Doherty reminded me about another 1984 connection: "I was watching the Today Show's coverage of the Katrina aftermath when the President of Tulane was interviewed. Lo and behold it was Scott Cowen who was a visiting professor from Case Western our first year (Ken Middaugh's brother-in-law, I seem to recall) and taught Accounting to the infamous first semester Section C in which I resided. His hair has also grayed but I recognized the voice immediately. The man was a regular Las Vegas comedy act, no small feat for 8 o'clock in the morning, who kept us entertained and feeling good about ourselves when the weight of that first semester was often overwhelming. Neat to see another member of the Class of '84, so to speak, make good. I remember the day we called his bluff for saying he knew everyone's name after only a week or so of classes. The next day we all wore white shirts (except for **Rusty Rahm** who forgot and wore his traditional plaid flannel), sat in our usual alphabetical seats but took our name cards down. I'm pretty sure Scott called everyone by the correct name. "Coincidentally, there are several hurricane-displaced Tulane students studying at Darden this semester, with, according to Dean Bruner, mixed reviews for the case method. Apparently Tulane does not use the case method, which must have made for some serious culture shock the first week of classes."

Thanks to all, who, like Peggy, responded to my more than a little desperate plea for class notes. **Kent Smith** wrote that he's happy to "have the chance to visit U.Va. twice yearly now with the School of Nursing Advisory Board Meetings. It is a joy to work with Dean Lancaster as we double the size of their facilities to tackle the current nursing shortage. On a business note, the turnaround of my public healthcare staffing company is nearly complete as I announced positive EBITDA public guidance for this quarter. Any longer and it would have killed me with all the problems I inherited! On a family note, we spent two weeks in Africa on safari, Tanzania to be specific. The combination of the up close wildlife and the East African people made this a once-in-a-lifetime experience. No wonder it is a popular destination for people over 50, or approaching it! I also played in a golf member-guest in Doonbeg, Ireland, then flew to London to watch my daughter play in the British Girls Junior. Never saw a drop of rain the entire trip!"

I tried to connect with **Diane (Johnson) Exter** when I attended a conference in Boston late last year, but we didn't connect because she was on her "way to Tokyo for some fundraising meetings," Diane reports. She is "a partner at Bain Capital focusing on our debt investment business, Sankaty Advisors. I joined Bain seven years ago and over that time period we have grown Sankaty to \$9B under management. Sankaty was named after a lighthouse on Nantucket and we name each of our funds after a different lighthouse. On the

personal front, life is also great. I have a great husband and two great boys, ages 9 and 12." When I asked Diane for an update for these class notes, she reported that "the kids are now 10 and 13 and we have grown Sankaty to \$12B. Husband, boys, and job all great."

Stuart Frantz reports, "I have recently started a new company, Aris Partners LLC. Aris is a partnership focused on acquiring existing operating businesses that still have significant growth opportunity. Our group is comprised of operators versus financial engineers. Our desire is to buy and build a business for the long term. Most of us have toted the "CEO bag," so we approach a possible acquisition from the perspective of an operator. Our website, www.arispartners.com, should be operational by October 1."

Before donning his full academic regalia for the convocation, Tim Laseter weighed in, "Our news is that Jody and I are now 'empty nesters' having just sent our daughter, Cecilia, off to Hamilton College in New York. Our son is a senior at Georgia Tech pursuing a degree in Computer Science...so depending on the job market, perhaps we won't be empty nesters for long. (In fairness, Josh has a 3.8 GPA, is Exec VP of his fraternity and represents the CS department in student government and he worked as an intern at a C'ville-based IT consulting firm this past summer...so I'm pretty sure he is employable). On the other hand, the admissions people at Hamilton College proudly proclaim that they 'train you for nothing' (before adding 'but prepare you for anything'...Does that mean I'll be paying for grad' school too?) We also celebrated our 25th wedding anniversary this week with an overnight trip to The Inn at Little Washington. It was phenomenal...as promised. I highly recommend it to anyone."

Donning robes of a different ilk, **Robert Russell** wrote, "Here's a little different route for you. After Darden, I worked for Eastman Kodak, and then later went into teaching. I earned a Ph.D. in organizational leadership at Regent University. Later, my passion continued to grow in the area of Christian ministry. A couple years ago, I started working as a part-time pastor. As of Sept. 1, I am now the full-time Associate Pastor at Celebration Church in Kingsport, Tennessee. The church has weekly attendance of about 2,500 people, so I am quite busy in this role. Believe me, addressing the needs of wounded people is far more challenging than anything I did in the business world. In addition to my pastoral work, I published a book last summer entitled *Answers to Life* (<http://search.barnesandnoble.com/booksearch/isbninquiry.asp?userid=fq6YKli9la&isbn=1594675015>). I am also happily married to Michelle Ann Russell. We have three children, David 10, Jonathan 8, and Abbie, 6." Congratulations, Robert!

From farther north, **Dan Smythe** sent this update: "**Ros** and I are 'same as it ever was' up here outside of Boston. We continue to attempt to make our house look like it belongs in Charlottesville (complete with black

fencing for the horses) in what seems to be an interminable task. Our son, Jed, is now a senior in high school and his number one priority is to be someplace warm and academic so we have been traipsing down to Virginia and the Carolinas with some frequency. I do play hockey (or that is what we call it) with **Dave Perry** on Monday nights and he looks just as he did in 1984 and seems to skate faster each and every year."

Sensing my desperation as this class notes deadline approached, **Hal Loomis** came through for me! He wrote, "I really don't have any interesting news to report, but it's been so long since I have communicated with anyone, and you seem desperate for something, so I thought I'd write. After doing time in the defense industry after Darden, I switched to the utility industry in 1992, and moved to the Valley Forge, PA, area in 2002. I am now the credit manager for PJM Interconnection, which operates the high-voltage electric grid and the wholesale energy markets for the upper Mid-Atlantic States. My job is to be sure that the infamous (but I won't name them), as well as less infamous bankrupt (or bankrupt-to-be) companies don't leave the rest of us holding the bag. So far, so good. A few of our classmates work for some of our member companies, though we haven't been in touch yet. My three daughters range from 3rd grade to 8th grade, to a junior in college. My oldest is sort of following in my later (finance, that is, not engineering) footsteps, studying to be an Accountant. She and a busload of other students went on a 10-week, 10-country, 16-city semester in Europe this summer. I won't say how jealous I am of that opportunity. Oh, to be young again!"

Also helping me maintain my reputation as a "wordy" class secretary, **Martin Curran** wrote that he is "working in Hickory, NC, for Corning, running their hardware & equipment operations. Suzie (Sager) Curran (graduate of U.Va.'s McIntire School with MS in Accounting) and I have two possible Darden candidates and great girls, Cara, 13 and Kaylyn, 8. Sorry we couldn't go to the 50th. Please send Mr. Bruner our best – they couldn't have selected a better guy!"

Dean Johnson obviously agrees with Marty, because he wrote, "Nothing new in my household, but I wondered, as I am sure as many of our class members do, what can be done to ensure that Bruner gets the full-time gig. Other than give gargantuan sums of money, they can write [U.Va. President] John Casteen (jtc@virginia.edu) in Bruner's support. I have no idea what themes are going to resonate with Casteen, but I think that 20+ letters would not hurt." I agree, Dean, so classmates, let's fire up the email!

A few more notes regarding the 50th Anniversary celebration: **Beth Bartholomew** joined me at the Darden tailgate and attended the U.Va.-Duke homecoming football game with my family. As CFO at Touchstone Consulting, Beth was a key player in the company's recent acquisition by SRA International. At the football

game, a familiar face walked up our aisle, and we chatted briefly with **Bob Baskin** and his adorable 8-year-old twin daughter, Mary Peyton. Her twin, Campbell, was somewhere below with her mom. Bob said he's had the seats since 1991, and the games are "our social events for the fall. We tailgate with **Ryvers Wright** & his family, among others, at each game. We also occasionally see **Lou Gary** and his family sitting behind us."

Mark Bronfman, with whom I shared a "pit" at Touche Ross right after graduation, sent me his update: "I have now been a Partner with Sagemark Consulting in Tysons Corner, VA, for about two years now. I serve as a financial advisor to CEOs of middle-market businesses – integrating personal financial planning with their enterprise and M&A planning. Took about a year to really frame out this one-of-a-kind business model. Fascinating niche business – dovetailing my 20+ years of big-firm consulting experience with very personal and hyper-local human capital consulting. Personally, my wife Lisa and I have our hands full with our two wonderful children, Jodi, 5, and Daniel, 3. All is well in the DC area."

I couldn't conclude these notes without some mention of my kindergartner even though you came through for me, Class of 1984. When I was in the restroom outside the bookstore at Darden last weekend, said daughter and 10-year-old son waited for me outside. I could hear them talking to some other shoppers who I presumed were in town for Parents Weekend. As we left the building, a nice lady complimented me on my well-behaved children. Walking over to meet back up with Beth and catch the shuttle to the football game, my daughter casually asked, "Mommy, do you recognize [her word of the week, which she uses interchangeably with the more appropriate 'realize'] that lady's father started this school?" I ran back in to the bookstore and read the nice lady's nametag, and "recognized" Louise Abbott Williams!

Keep those cards and letters coming; I may not be so lucky for the next column.

'85

Gary C. Hatter
370 Heron Lane
Charlottesville, VA 22903-9713
gary.hatter@virginia.edu

What a year! In April, more than 50 Eighty-Fivers convened in Charlottesville for our 20th reunion, a gala weekend highlighted by a fabulous evening at the beautiful home of Peter and **Ann Taylor**. Among the long-distance sojourners were Jane and **Tony Scammell** from Australia with their daughter Frances and from Hawaii. (An al fresco Sunday lunch with the Scammell family at The Corner was a particular highlight for yours truly.)

In September, several of us joined the Darden faculty and trustees, President Casteen and Board of Visitors members, as well as several deans from other schools of the

University, to celebrate the 50th Anniversary of the Darden School, including a procession of alumni with class-year banners, case studies in leadership and other topical issues and several occasions for convivial conversation. Congratulations and kudos all around for Ann and her tremendous staff, who clearly set a new standard for alumni engagement at our beloved institution.

Congratulations and appreciation are likewise in order for the more than 50% of you who provided financial support for the School in fiscal-2005, as Darden now ranks among the top-three b-schools in alumni participation and we are one of the leading classes!

Thanks too for the outpouring of news and notes, including a few 'mates who were rumored to have been in the federal witness protection program.

Steve Cook e-mailed, but only to inquire about the whereabouts and e-mail address of Don Harris – hope to have more news from both of them in the next blockbuster issue.

Patrice (Donnelly) Deleo was "very sorry to miss our new Dean here in New York ... (having) had to go to LA for a conference." She added that it was great seeing so many classmates at the reunion.

Linda Gabbard "missed seeing everyone at the reunion," noting that she "was (and am) up to my eyeballs with a new venture ... TEC (The Executive Committee), an international, 'by invitation' association of more than 10,000 CEOs of small and mid-market businesses who work together in confidential 'brain trusts' to maximize their results and leadership effectiveness." Linda leads one group for professional service providers and plans to add a second group next year, describing it as "hugely rewarding work ... (and) a continual education experience." She also recently joined a "Team in Training" for the Century Bike Ride in Tucson to raise money for the Leukemia and Lymphoma Society, and is "starting to believe I'm actually going to finish."

Bill Garrahan wrote with news that son Andrew graduated from U.Va. in May, and is now working for the Democratic Congressional Campaign Committee. Bill fondly recalls Andrew "looking very puzzled one morning at Darden before class as he toddled past **Geoff Deutsch** sleeping on the couch in the foyer with an open newspaper over his face." (Geoff will now have several months to compose a brief rebuttal.) Bill is "still working through the tough telecom market as CFO at XO Communications" in Reston.

Betsy Griffith reported that she has joined Tatum Partners, a firm of former CFOs and CIOs that provides clients with financial and technology leadership, where she is building their nonprofit practice. She is also vice chair of Mary's Center, a nonprofit clinic for the immigrant community in Washington, DC, and sent along some great photos of the ribbon-cutting ceremony for a new facility.

Russ Martin "was dejected after our 20-year reunion, realizing I was the last of



Marvin Pastel wrote with a 'case summary' of the past 20 years, reporting that he "moved to South Florida, got a law degree and have been in Miami until just a few months ago." Now in the Atlanta office of Becker & Poliakoff, he plans to get involved with Darden's alumni chapter there, and reports that "kids (6 and 8) are a real rush!"

Michael Thompson sent greetings from Southern California, where he has lived since retuning from Japan (1989-2001). Michael returned much the richer, with wife Kayo Matsumoto and their children (Ken, 7; Lina, 4). Though their community of Agoura Hills was threatened by recent fires, they "have been spared from any real threat thus far." He is working as a "faculty member and consultant

David and Adele Stotler reported that their “connection with Virginia has been reestablished by ninth-grade daughter Julia,” who enrolled at Alexandria’s Episcopal High School in September, noting their hope

It is worth repeating the words in this space from the last issue ... special THANKS to Ed D'Agostino, **Jude Hammerle, Joyce Rothenberg, Blair Schmidt-Fellner** for helping to build enthusiasm and turnout for the reunion and, of course, kudos and huzzahs to **Lisa (O'Donnell) Jones** for being – together with Ann (Hallquist) Taylor – the brains, the heart and the soul of the whole reunion effort.

'86 Reunion

Gregory Yorke
darden86@yorkefamily.com
323-359-6641 mobile
310-376-2433 home

I write this in late September, with fall in the Southern California air: the first wetsuits of the season are visible on the surfers, local roads are clogged with high school students driving several blocks to school, and residents prepare for fire season, to be followed by mudslide season, or, perhaps, trial-of-the-century season.

But what's most notable about this particular fall Class Notes is that it's the last one before our 20-Year Reunion in April.

I'm going to forestall the question: "can you believe it's been 20 years?"

The answer: yes. I have two young children who assume that everyone carries a phone in their pocket all the time, pictures are meant to be immediately viewable on the back of any camera, and the answer to most any question can be found using "the computer" (although if they ever sit through "2001" they'll be disappointed to know that four years ago we should have been commuting to space on Pan Am rocketplanes). Twenty years feels about right.

Whether you can believe it's been 20 years – or are in denial – you should compare gerontologists and senior discounts on April 21-23. According to Darden's alumni website (<http://alumni.darden.virginia.edu/alumni/>) you'll be able to register online after January 15. That site also has information from last year's reunions if you want a tentative idea of the schedule (events seem to begin around noon Friday). You should be hearing from Darden and/or **Ben Mix** in the next several months (Ben was headed to C'ville in late September, no doubt to confirm that there is no (upper) age limit at the Virginian).

One thing that may not be on the reunion schedule is an update to **Tom Fulcher's** "Darden Blues." "I was actually hoping to get away without doing the Darden Blues this time," he writes – but my bringing it up in my spam email soliciting news for this Class Notes may have blown his plan.

One theme for this edition of the Class Notes is that classmates have had to deal with disaster large and small. As I write this in late September, Hurricane Rita kept bulldozed part of the Gulf Coast. **David Kepper**, who had to leave New Orleans a year ago just ahead of hurricane Ivan, had to do it again for Katrina: "Here I am again in disaster recovery mode. This time, instead of a few days of remote business operations (in Baton Rouge), we are in the middle of our fourth week out of our offices, and it may be a few more weeks before we get back. My family is safe." David talked to **Gerry Rooney** a while back "and he seems to be doing well."

Back in May, **Katherine Leary** suffered a smaller scale calamity: "It was my wall that fell onto the Henry Hudson Highway in NYC two

weeks ago – news that was broadcast as far away as Florida (which is where I was when it fell). Where there was once a beautiful park with maple trees gracing my river views of the Hudson there is now a melee of diggers and steam shovels." Katherine is at The Center for Faith and Work at Redeemer Church where she's helping launch "a social enterprise 'incubator' to support new ventures in NYC as part of mobilizing our congregation to use their talents, experience, and finances to benefit the city. It's a fun job!"

One of the leading candidates for most interesting contribution to Class Notes comes from **Bonnie (Hutchinson) Zellerbach**, who last wrote from Bangkok after another disaster, the tsunami. She's "still taking on the occasional consulting job in strategic planning but mostly devoting my time and energies to theatre and film. Hey, middle aged-white women who can speak Thai are hard to come by! The renowned director, Werner Herzog, was here this fall shooting his latest project "Rescue Dawn" with Christian Bale, and I had a couple of lines as Christian's nurse. It's not Hollywood, but it's not bad either." She's also producing a stage production of "Dracula Undead" ... something to ask her about in April!

Apparently disaster-free (but in Southern California that never lasts for long), **Stephen Kenneally** contributes another "most interesting" candidate: "I left Wall Street in 1998 and am currently a psychotherapist in Los Angeles. I am convinced there is some cosmic synergistic plan to these disparate careers, but as now my MBA and investment banking training are not getting much of a workout (although occasionally I shock a client with knowledge they do not expect me to have!)." Stephen may get more use from that part of his life in the near future: he plans to "move into some corporate development and coaching work in the coming year." Like **Steve Zoota** and **Ben Pugh** (see below), Stephen may be retired before his kids graduate high school – "I married Elisabeth Waters in 2002 and our son Ian arrived in 2003 and we have one due in November."

Some other classmates have been thinking about "what's next?" **Nancy (Tinnel) Emrick** gives a rave review to Darden's career assessment programs: "After focusing on my family for the past 15 years, now that my daughter is about to begin the college process and my son is in middle school, I'm ready to begin to focus on the next stage of my life. Spurred by the last class notes (which included **Lynne (Azamar) Watson's** comments about jumping back into the workforce after the "having children hiatus"), I attended the Career Transitions Workshop in July back in Charlottesville. ... What a great experience this workshop was! I emerged with more questions than I had before I began [Nancy makes it clear this is a good thing] ... I would encourage anyone at a transition point in their lives (or even better, before you get to that

transition point) to either attend the workshop or participate in the web-based exercises that Jim (Clawson) has developed." Nancy visited **Janet Entwistle** in DC in May.

Lynne (Azamar) Watson is going to Darden's workshop on re-entering the workplace for the same reason as Nancy, but wonders "after 11 1/2 years of 'retirement,' do I want to do this?" Lynne and **Nalini (Thornton) Rogers** are soliciting interest for a DC/Baltimore area dinner – (email me for Lynne's email address).

I had a multi-day Blackberry-enabled thread with **Bob Motyka**, who's also gone through a change – he and wife Sue moved back from London in September 2004 after seven years. He's at UBS's Strategic Advisory Group, living "on the border of Connecticut and New York." (Does that lack of specificity mean neither state knows he's there?)

Also getting settled in: **Scott Cardozo**: "I just moved back to Richmond from Morristown NJ in June. ... am now running a medical diagnostic company that makes sensors for sleep apnea... I have 2 girls, Sydney, 9, and Lily, 7." He notes that while JD/MBAs have those pesky extra years of schooling, there's a benefit: "I went to the class of '85 reunion and it was great. One perk of being a JD/MBA is you get to keep changing your mind as to which class you were really in. Look forward to seeing everyone."

Moving around ... a lot... is **Tom Curtiss**. He's been with Eli Lilly since graduation: "We now are in our 9th house with two teenage daughters, two cats, one dog, and my wonderful wife Laurie, who has experienced this great ride with me. We spent 4 1/2 years in the Philippines and Hong Kong in the middle and late 90s and truly loved it. I was the marketing director in Manila and the GM in Hong Kong. After my overseas stint, I returned to the corporate office in Indy in '99 for repatriation." Tom's now in Dallas as "Director of Sales of the West for our Diabetes sales division... it has all worked out very well." With two teenage daughters that practically have careers of their own – one a softball player, the other a model/actress – he says "at times I wonder what my full time job is."

Also with the same organization since graduation, but with only one move across the Pacific since then, **George Tahija** says "Still in same job as when I graduated from Darden. Still no promotion. [wait for it ...] I am CEO of the family holding company in Indonesia." The firm operates in services and natural resources and avoids competing with China in manufacturing. He remembers, "We traveled through rough times ('97 and '98) as the country struggled with the transition to a democratic system. That all seems to be past now and things are going as well as can be expected ... can't complain about how things are going financially." His wife and kids, 13 and 14, are living in Australia for school, and George commutes there: "Not great but undoubtedly the experience will benefit the kids. For the parents – it's character building!" He's working

class notes

on a succession plan that will allow him to do more environmental work, starting in about 2 1/2 years.

Terry Snellings is headed to Hong Kong: "Older, greyer, and slightly wealthier, Malinee and I will be relocating next month for what will probably be my last hurrah. This will be our fourth, and hopefully last, relocation with Wachovia. If any fellow Dardenoids come through Hong Kong, please let me know and we'll hoist one for the good old days." Terry is a managing director in Wachovia's securities firm.

Headed east instead of west: **David Jarrett**, who's off to Basel, Switzerland. He'll be manager of HR strategy products for Clariant there: "Since **Jennifer** graciously agreed to come along, we have increased the Darden alum base here by two. Catherine, 12, and Colin, 10, are attending the ISB (International School Basel), where my son has 14 nationalities represented in the 18 students in the class. We are enjoying ... seeing as much of Europe as we can. If we have any Darden alum sightings as we take the trains and trams (or dodge them when we're walking), we'll report in."

John Polidan has also moved around a bit: Toledo, OH; Terre Haute, IN and Corry PA— Jacksonville is “a major improvement.” He’s been there two years for “a resurrection (turnaround) of a plastics company. It’s been a challenge but we are making good progress. Lots of hours. Family doing well.” John talks to **Chris Lalik** once in a while.

Scott Beeson has settled in northern Baltimore County: “Within months of graduation, I moved to Tokyo, then Singapore, Baltimore, Milwaukee, Chicago, San Francisco, and back to Baltimore.” Add Scott to the list of most interesting Class Notes contribution: “When we moved back to the US, I wanted to try something more FUN. Went to bicycle mechanic school and joined a local bike operation...[a] couple of years later I moved to Milwaukee to lead Trek Bicycle’s account (among others) for a creative agency just as Lance was beginning to race/win again after beating cancer. Then on to Chicago and then San Francisco during the tech bubble. In San Francisco we lived on Ocean Beach only blocks from [Scott’s former housemate] **Bill Hand**, his wife Andrea, and two kids Jackson, 10, and Audrey, who I believe is 6. That was a blast from the past!” Scott works for a medical software company, but “loving daddyhood (son Willem is 9) and riding my bike a lot are the most important things I’ve done in the last six months.”

Val Lester moved to Chicago for Sara Lee; she says “we’ve found a great old house” in Oak Park. She’d like to reconnect with any classmates in the area – email me for her contact info.

Rounding out the relocations: **Byrne Murphy**, who sent a quick note to say he "just moved back to DC area after 12 years abroad." **Cathy Freidman** has more: "Byrne

... stopped into my office a while back ... he continues to rearchitect old world sites into successful ventures.” Extensive online research also reveals that he and his brother established an endowment several years ago to provide financial assistance to U.Va. undergrads and Darden students who want to study abroad.

Some of us are more ... planted. **John Crowley** says there is “nothing too earth-shattering on the Crowley family front,” although with two kids in high school that’s probably just what he wants to believe. “Jenny is doing well and does lots of volunteer work ... I finally gave up basketball, owing to too many injuries and have taken up golf.” Another reason might be that, according to **Randy Daniel**, he bought a house on...a golf course. John seems to be laying the groundwork for financing his trip to the reunion: “I am looking for pointers on how to hit two good shots in succession. Also, I would like advance notice as to whether my next shot will be a hook or slice so that I can plan accordingly. I’d be most appreciative if anyone with tips would email them to me.” Classmates would be well advised to get up-to-date reports on Crowley’s game prior to any Birdwood outings involving potential performance-based cash compensation.

The balance of **Randy Daniel**'s report is that "I bought a second company, Stafford Stone Works, in my efforts to expand my precast concrete 'empire.' I previously bought Seaboard Concrete Products in 2001. ... I spend a lot of time and have a lot of fun coaching my kid's sports, particularly Little League Baseball. My daughter is now 15, and started high school this fall – what a scary thought. My son is 11 and too much like me and his mother, but lots of fun. Heather and I continue to be happily married and celebrated our 21st anniversary this past spring. I still live four houses away from **Stacy (Smith) Brinkley**, but hardly see her as she and Brink are always traveling."

Another Richmonder ... Richmondite? ... person who lives in Richmond, **Chip Bassett**, sent in Class Notes: The PowerPoint Edition -- "May 2005: got married, bought new house, enjoyed honeymoon in Key West. July 2005: fourth anniversary for Bassett Financial Management, LLC, my municipal financial consulting business. August 6, 2005: my daughter turned 16... YIKES!"

Bob Louthan is also in Richmond and working with two other Darden grads to build his M&A firm, Alpha Omega Capital Partners: "What a year! Activity has really picked up and I have realized I am not as young as I used to be. I have earned four new securities licenses required by the NASD, each having no relevance to the work we do – bureaucracy and tax dollars at work. But the good news is we are growing and having some fun in the process. Anybody who wants to buy or sell a business, please keep me in mind."

Completing the Richmond segment, both Bob Louthan and **Randy Daniel** report **Sean**

Rising sightings. Randy says he and Sean “often compare notes about the economic trends in the concrete business as compared to his family’s high fashion women’s clothing business.” Bob sees “Sean Rising and **Ken Newsome** on the football practice fields fairly regularly when I am coaching.” Sean’s son, Ben, is playing for the Western Wildcats, and has earned the nickname “Bad Moon.” We wonder – would Sean’s home be the house of the Rising son?

Moving beyond Richmond, **Eric Ferraro** has been living in Fairfax and working as an IT consultant for IBM (and various predecessor entities). He's decided to rejoin the Navy: "[I] will be a Project Director in the Navy's Program Executive Office – Information Technology ... I hope to put my Darden MBA to good use helping the Navy more directly as a program manager for enterprise IT systems."

Betty (Ayers) Comerford and husband Phil “are still happily living in Larchmont with our three kids, Philip, 16, Sarah, 13, and Michael, 11. After 10 years in advertising followed by another eight years doing freelance recipe development and product testing for food companies and magazines, I started teaching middle school in Greenwich, CT, three years ago. It’s the best job in the world. It’s so much fun teaching 6th graders how to sew and 7th graders how to cook.” Betty apparently does not believe in the using the case method: “My classroom is a stress-free environment!”

Jack McGowan claims his contribution is boring, but he writes one fine, pithy note. From Baltimore, he says that after his recent move from Boston, "I am enjoying the transition as is my family (wife Brenna and children John and Meredith). I work for T. Rowe Price in their institutional sales group and it has been a great move. Recently took some money from **Chris Murray** on the golf course...which is a change as I am usually sending Chris money each month as he works for the credit card division of JP Morgan Chase.... Chris and his family live in Wilmington, DE. Caught up with **Pat O'Shea** for lunch, a Baltimore native who (most know) now lives in his home town... Pat has given me lessons on the correct local pronunciation of Baltimore, something like 'Baldamur.' I also occasionally hear from **Ben Pugh**, who calls me when his newborn son Hayden wakes him up in the middle of the night. He thinks all his friends should be awake at 3 a.m."

Theresa (Green) Cooper also says her life in the Philadelphia area is “uneventful,” but it certainly sounds full: “I finally went back to work doing administrative and program planning work for a national newspaper training program. It’s been fun, the hours are flexible, and the journalists are very interesting to work with. I continue to be on our local school board, and also still work costuming youth theater productions. Our daughter Julia and I visited U.Va. this past spring on a college tour.” In a parental thought repeated by several other correspondents, Theresa adds, “Actually, I still

can't quite believe that we're sending Julia to college *anywhere* next year."

Steve Zoota is living in NYC with his wife Nina, a 17-month-old (David) and a newborn (Lauren). He's still managing a small equity firm focusing on Latin America. At one time an excellent whitewater kayaker, he now says, "Kayaking suffers immensely." (As an aside, my 5-year-old today asked why I don't sell my whitewater kayak. It's a fair question – it's been suspended from the roof of our garage his entire life. Cause, meet effect.)

Cathy Friedman is the hub of all Bay-area Darden '86 activity: "I was lucky enough to see **Les Bek** and **Alan McAllister** last week at a Darden recruiting event here at my office. Both are doing great. I am happy to report that now someone else in our class besides me has a full head of gray hair (your guess – Les or Alan?) I also saw **Tom Rodden** and he looks great, frankly the same – has not aged a bit! **Andy Bugas** occasionally pops into my life on his trips west, he is full of energy and loving his new life back in America." Still at Morgan Stanley in Silicon Valley, she continues, "Life for me is busy but satisfying. My eldest son has started high school and my youngest just started preschool. Currently my kids are 3, 5, 8, 10, 12 and 14." As I emailed Cathy, when she writes her book about exactly how she manages her life, I'll be in line for a copy.

Aside from Katherine Leary (see above), two other classmates wrote in about great causes they are associated with. **Jeff Stone** says, "Life's a little crazy, so finding the time to write an update of substance isn't possible. I've got two children, the elder of whom is in the autism spectrum...he's been making substantial progress. My wife and I even started a school for him and other autistic children. Anyone who's interested in finding out about it can check it out at www.theNexisSchool.org." If you're in the Philadelphia area you can contribute via the United Way.

The other is **Pat (Bland) Nicklin**; she's director of DC-based Share Our Strength, a national nonprofit that focuses on ending hunger worldwide. "We work with chefs and restaurants across the country, as well as corporations, to raise funds through culinary events and cause-marketing programs; we then invest those grants in about 250 organizations like food banks and other nonprofits that help people in poverty." For the Katrina relief effort Pat has been "drawing on those Darden problem-solving skills – I appreciate them more than ever!" And putting on her PR hat: "Everyone MUST go on www.strength.org and learn how to get involved." In her leisure time? "I chase after Thomas, my 8-year-old, who is now in the third grade and likes to spend a lot of time at the skateboard park (already)." She saw **Nina Sherago** and **Tom Fulcher**, among others, in DC a few months back.

Pat was one of three '86 alums featured in the spring 2005 Darden magazine article "Women at Darden: Celebrating 40 Years;"

the others were **Carson (Quarngesser) Gleberman** and **Sharon (Storey) Miller**.

There was an extensive interview with Carson, a picture of Sharon was used to illustrate the *entire decade* of the 1980s, and a full page photo of Pat led the article (Pat says "that was 20 years ago!!!"). No "Relax, Don't Do It" t-shirts or Police albums were visible.

As for **me**, I fall into the McGowan – (Green) Cooper "uneventful" quadrant. I co-write the moderately successful, sometimes political, often SoCal blog independentsources.com; ponder the differences between (5-year-old) boys and (4-year-old) girls, and work with several early stage startups (whether they are early stage success or early stage failure, I still can't be sure after 15 years).

Keep me updated: If you change your email address, please be sure to let me know. If you're not getting emails from me begging for contributions to the Class Notes, I don't have a working email address for you – please send it to me!

Send Photos: This may be irrelevant for the next, reunion-focused Class Notes, but if you get together with anyone from our class, take a picture and send it in! Anything from a camera (not a phone) should be adequate quality.

'87

Chris Padgett
9838 Waterbury Drive
St Louis, MO 63124
314/835-1012 (H)
314/982-1341 (W)
cpadgett@purina.com
crisandy@charter.net

It seems the Class of 1987 was exhausted from all the news in the last issue, based on the lack of correspondence since then. As I am committed to keeping you all informed of our activities, I will write of what I know (and what I can make up!)

Fred Stow is President and Director of Sales for V-meals, a company that connects top quality restaurants and caterers with companies planning group functions. If you visit their website (www.vmeals.com), you'll see the full story. I read through the "rave reviews" section to see how many classmates' comments were included...didn't see any (perhaps an opportunity to try the service?). Fred also continues to be on Darden's Alumni Council Board.

Speaking of food, I run into **Rick Bertheaud** in the Nestlé Purina cafeteria on occasion; Rick is working on an outsourcing project for Equaterra. The last time we talked (after first making sure he wasn't engaged on any marketing-related projects) a lot about making time for family, given how easily work can take up all available time. One of Rick's solutions is to have a getaway cabin, where the family can be together, and yet, away from the soccer games, school events, and business

emails.

I had my 15 minutes of fame this summer, in a *USA Today* article about dog litter. There I was, on the front page of the Life section, with my name and quotes next to a picture of Paris Hilton with her little Chihuahua, talking about the amazing benefits of second nature dog litter. Intrigued? Go to doglitter.com for all the details.

Finally, a teaser for the next issue – I made contact with **Matt Aaron**, after noticing in the Alumni Directory he moved from Florida to California (about two years ago). He said way too much has happened to cover in an email. So once we hook up on the phone, look for the news from Matt, too.

Thanks to all for the news. I hope you enjoy it, too, and, as always, keep it coming.

'88

A. Robertson Hanckel
9410 Tresanton Drive
Charlotte, NC 28210
(704) 542-8227
hanckel@aol.com

Hello, all. I hope that everyone had a great summer. If your families are anything like the Hanckels, it was very busy and went very fast! There isn't a lot of news to report, but I have been able to glean a few good nuggets.

We all know that the fall has started out quite rough with the two storms down south, and if you recall, **Steve Krohn** hails from Mississippi. This is what he reports about the storm and his family: "We had significant hurricane concerns. You may not remember my A&C presentation first term on hurricanes, or remember (if you even once knew) that Gulfport, MS, was my hometown (emphasis on was, regrettably). My mother still was living there, and fortunately she evacuated the Saturday before. We've confirmed her home is still intact, which is not bad since she's only seven blocks off the beach. Thanks to my dad for buying on the highest ground he could find in the early 1960s. Our house is only about six blocks north of where Jim Cantori on the Weather Channel was broadcasting from when he went off the air. Storm surge hit 30 feet in that area of the coast. Probably would have elsewhere as well, but in flatter areas the water was able instead to run much further inland and trash more stuff. So far, all our family is OK and safe, and we think all but one still have homes. I was there and just a kid during Camille and this is so much worse in every measure. I would never have thought that statement could be made. No one else there would have thought that either." Our thoughts and prayers go out to the Krohn clan.

On a much less somber note, I heard from **Dave Shute**. He and his family are living in Cleveland where he is the strategist for Medtronic and their e-health/healthcare information interoperability initiatives (okay, so I don't really know what he does!!). In 1997,



Darden Professors at Convocation, L to R: Sam Bodily, Luann Lynch, Erika James, and Brandt Allen

he married a single mom with two little guys – kindergarten and 3rd grade – and just sent the older one off to college. We all have to remember that it's been nearly 20 years since Darden and the rest of the world is catching up! It's so good to remain young.

Allison Cryor Dinardo sent me a note about **Robin Doumar**, who left Goldman Sachs last year to start Park Square Capital Partners, Europe's largest independent mezzanine fund. Park Square's strategy will be to invest in the full spectrum of subordinated capital tranches of European leveraged transactions for selected clients, including private equity firms, corporations, and underwriting banks. Who wouldn't want to be able to play (I mean strategically invest) with €1BN! Allison also mentioned that she and Rob are working diligently on their new house. They will be featured on HGTV's "House Hunters" show so a lot of work is literally going on behind the scenes. Filming should be complete by the end of September, and we'll have to check the TV guide for its airing time.

Carrie Goulden wrote a great update as to their latest escapades. "Jim joined Modtech (a leader in the school construction industry advancing modular technology to greater flexibility) in March, and since then has been working in Southern California. There, he has been working with his section 'A' upper-deck mate, **Tom Gillcrist**, whittling away Modtech's 'want-got gaps.' Beginning in October, Jim will be back in Florida as GM of Modtech's plant here. As for me, I recently received the distinguished honor of 'Customer of the Month' at our local Starbucks. Ah, the joys of running a household with your husband on a different coast!"

Simon Harford sent a great note regarding his return to the "former" homeland: "In July 2004 we moved to Windsor, England (just outside London) from Indianapolis. Having played the role of head of investor relations for

Eli Lilly for four years, it was time to move on and I am now CFO for Europe, Middle East, and Africa which represents about a third of Lilly's overall business. Ironically, my wife Tina and I (and our 3 kids) became naturalized US citizens four days before moving back to the UK, where we grew up and have not lived for the best part of the last 20 years. We will probably be in the UK for three to five years which is a great opportunity to reacquire with old friends and family, although our family now refers to us as 'their Yank relatives!'"

And lastly, I heard from **Kevin Price**, who still works in the Bahamas for UBS. "My wife and I had our first child, Sophie, last year in January on the island. Things are going well and it looks like I will be here through 2008."

That's all for now! Remember me when you move, change email addresses or send out Christmas cards (email or otherwise). Be safe and healthy!

'89

Lawrence A. Bernert
One Commercial Place, Suite 1450
Norfolk, VA 23510-2122
Office: (757) 623-3676
Fax: (757) 627-2943
larry@wstam.com

A few weeks ago I had the opportunity to call **Matt Thompson** to congratulate him on his son Matthew's athletic prowess. Matthew is a junior at Saint Christopher's, and he threw four touchdown passes in a game in Norfolk. Matthew was born the night before our first exam at Darden, and when we lived around the corner from the Thompsons in Atlanta Matthew was hanging out in diapers. Time flies!

Vince Hockett and **Colleen Keller** moved from New Mexico back to Virginia this year and are living outside Charlottesville. Vince is back at Chesapeake Corporation and Colleen

is running the home front and maximizing the athletic lifestyle. They will miss the 100+ ski days per year that they enjoyed in New Mexico, but it is nice to have them back in Virginia!

In January, **Steve Stradtman** accepted the position of CEO of Otto Industries NA, a subsidiary of Otto BV, a worldwide plastics manufacturer and provider of plastics maintenance services. Their North American operations have plants and sales offices in Charlotte and Phoenix and service locations in seven states east of the Rockies. The Stradtmans' daughter Sarah, who attended Darden with them, just entered SMU.

Lance Hack lives in Houston and is the CFO of DISA Inc. DISA performs employee screening for a corporate clients, with a focus on the refining and E&P industries. The energy industry is hot and they are doing great. Having survived Hurricanes Katrina and Rita, Lance went to a Darden recruiting reception in Houston where he had a chance to catch up with **Ralph Stowe's** father, who very kindly hosted the event.

Darin Salk send an update from Davis, CA, where he, Jean, Zach, 13, and Spencer, 9, have moved after living in Los Angeles since we got out of school. A couple of years ago Darin started working as an independent consultant heading up a long-term Sarbanes-Oxley project for a company in Pasadena, CA. The flexibility of working for himself has been a treat; his family took a five-week trip to France, Italy and Switzerland last summer and got to see a stage of the Tour De France. Darin has also been able to get his golf handicap down to a 4. The Salks keep in touch with **Dave** and **Kathy Smoley**, **Don Barnett** and **Tom Knauer**. Darin looked up **Dan Laredo** when he was in DC recently; they had a fun dinner, reminisced about the good old days at Darden and their runs in the countryside with **Glen McCaslin** and **Dan Moriarty**. Darin finds time to squeeze in tennis, triathlons, long distance ocean swimming and golf in his spare time.

Diana Bongartz Jacobsen is living in Mendham NJ and expecting her third child at the end of December. She has 5-year-old twins, Amber and Bryce (girl and boy). Her family got together with **Champe Fisher's** and **Steve Kelley's** families last summer. They had a great time reminiscing and entertaining the combined seven kids at Steve's club pool.

John Parsons says the only update he has is that everything is different! On July 5, his wife gave birth to their first child, Dominique Decker Parsons (Nikki). After waiting 43 years for fatherhood John says he is going through a LOT of adjustment, but Nikki has already tied him around her tiny little finger.

Life is great in Carmel, CA, for the **Don Barnett** family. They're chasing kids and jobs non-stop. Their two business ventures continue to grow. They founded Pessagno Winery in 1999 to produce high-end luxury wines, and have received many accolades for what their wines including a #18 in the top 100 wines of the world as reviewed by the Wine Enthusiast

last year. They also started NewStar Fresh Foods in 1996. NewStar specializes in fresh and they sell to most major retailers and club stores.

William Epstein and his wife Robyn had been busy this year too. William left Houlihan Lokey in mid-April to run the national fairness opinion practice for Navigant Capital Advisors (subsidiary of Navigant Consulting (Ticker: NCI)). In connection with that career change, his family moved to Los Angeles from Dallas. Robyn started a company a year ago and is the publisher of a consumer magazine called *The Aesthetic Book* which is receiving great reviews for its high-quality content. Their son, Alex, is 7 years old and transitioned to LA by attending surf camp!

Steve Barto, Rick Gross, Elie Maalouf, Mark Hower, Dan Laredo, Ed Bell, and Greg Meyer met for their quarterly dinner, in Washington, DC, in September. Dean Cinkala joined the group at our dinner over the summer. Steve reports that everyone in the group has at least two kids and getting together requires a "deconfliction spreadsheet." We all knew Steve was an ops guy!

John and Monika Bridgforth moved from the Corporate Tobacco business in Eastern Carolina to the entrepreneurial world on the Eastern Shore of Virginia this year. Real estate and franchises are their focus. Monika's sister moved to the U.S. from Salsburg and together they have started a franchise business called Abrakadoodle promises to enrich the minds of children through the arts. John has secured a franchise agreement with "Bojangles" Famous Chicken and Biscuits. His territory includes the Eastern Shore of Virginia and Maryland, and parts of Tidewater. The first unit will open in spring 2006. In the meantime, John will be hunting and fishing on the Chesapeake Bay and invites anyone that has time to join him. In addition to educating children and selling biscuits John and Monika all are investing in real estate in the Cape Charles area.

Teresa and **Robert Reton** live in Mexico. What was supposed to have been a management transition assignment for Robert turned into a permanent country manager position at Diebold Mexico. **Bill Douglas** dropped by and visited Robert while on business with Coca-Cola a few months ago, and **Jerry Colonna** is coming to visit in November. Robert says that the best thing so far is that Independence Day falls on his birthday, September 16th and that is a big celebration in Mexico.

Jim Neal enjoys working at Kurt Salmon Associates in Atlanta. He and Laura live in Decatur, where their daughter Ellen is a junior at Decatur High. Ellen was born in Tennessee as the Neals were moving to Atlanta from Charlottesville. Their son John, who some may remember as a two-year old, is a sophomore at NYU.

Hours after sending an email requesting

news for this issue I received an email from **Todd Parker**, who is in Iraq serving with the Marines. He is on the Syrian Border working as an advisor to the Iraqi Border Police. His unit is posted in a small desert village of about 500 people on the Damascus-Baghdad highway. He says it is "not quite at the end of the earth, but you can see it from here." Todd got a chance to return to the US to attend **Tom Knauer's** wedding to Linda Fassig in the Napa Valley this summer. He is looking forward to returning to Virginia this spring.

Amy and I had a nice summer in Norfolk. Our daughters Avery, 13, and Allison, 10, are into soccer, sailing and water skiing, and keep us pretty busy. Lawrence, 6, is trying to decide whether he wants to be a firefighter or a superhero when he grows up. Life is full of tough choices!

Thanks for the updates, and please send me an email if you have any news for me to pass along to the class!

'90

Ms. Heather J. McGrew
Apartment 1
224 Park Avenue
Hoboken, NJ 07030-3708
Heather@echoinggreen.org

There is just a nip of autumn in the air which means it must be time for a fall update on our classmates. I begin with a long overdue correction. On more than one occasion, we've reported here that **Ron Aizer** lives in Minnesota, where, curiously, a number of our classmates have settled. While he did live in Minnesota at one point, Ron, a self-confessed nomad, is now living in Pensacola, FL, where his wife grew up. He is working for BearingPoint, consulting for the US Navy. Ron writes, "While many businesses have adapted and applied military leadership and operational principles to manage their business better, there is new urgency for the military to apply cutting edge business management principles to improve their operations. That is what I do."

Walter Birch also recently checked in from Florida. He is a partner at Michael Kelly Associates, a small board and executive recruiting firm with offices in New York and Miami. He runs their healthcare practice where they do executive searches for all senior management positions in healthcare, healthcare services, pharmaceuticals, and biotechnology. When not dodging hurricanes, he enjoys the Florida weather and lifestyle, playing more golf than anyone deserves.

A third Floridian, **Doug Schwartz**, recently dropped a note apologizing for missing the reunion in April. That weekend he had a date with some fish in Costa Rica. If he had to miss the reunion, at least the fishing was good. He reports catching some wahoo, which frankly

seems to be a bit sacrilegious. Doug and Lisa and their three children are still living in Naples, where Doug builds houses for Taylor Woodrow. The Schwartzs have generously opened up their home to a family whose home in Biloxi was destroyed by Hurricane Katrina until they can find housing back in Mississippi. At the time of this writing, they had three adults and five children under the age of 14 under one roof.

This summer, **Tracee Edmonson** spent a week vacationing in California with her daughter Salome. They played in the sun in Palm Springs with **Melvin Murry**, who is Salome's godfather. We've posted pictures of the three of them on the class website. Melvin has been living on the West Coast but Tracee reports that he is considering options that could bring him back to the East Coast. Tracee's note focused mostly on Salome and her recent visit with Melvin and she left out details on what she is up to. I believe she is living in New Jersey.

David Feinbloom has checked in from Franklin, MI, where he and his wife Lisa live with their two children, Danny, in second grade, and Rosie, in pre-kindergarten. Between traveling for his work at Ford, David has enjoyed traveling with his family this summer. The whole family went to the Canadian Rockies and David and his son went to Huntsville, AL, for Space Camp.

David "Mole" Mulholland sent me a great picture of his wife to post on the class website. Amy is grinning ear to ear and holding up some rather large flounder that she had just caught. Now that she's catching fish like a madman, Mole's role has been reduced to steering the boat and keeping the beer cold. Mole tells me that he catches up regularly with the Richmond crowd, **Frank Kollmansperger, Richard Skeppstrom, Tom Crowell, Rufus Philips and Carter Buxbaum**.

I recently caught up with **Suzanne Barrs Roski**, another member of the Darden '90 Richmond crew. Suzanne is a partner in a consulting firm. Her firm provides litigation consulting and expert witness testimony for companies in bankruptcy proceedings and/or undergoing restructuring, which allows her to use her finance and accounting background without actually having to be an accountant. Suzanne describes their work as making sense of all the financial data that flies around in court cases that the attorneys typically don't understand. Suzanne and her husband Zack have a daughter, 7, and a son, 5.

In August, a few days after Bob Bruner was named Dean, I attended an event in New York where Mr. Bruner spoke about his newest book and his vision for the future of Darden. I ran into Jim Westphal (MBA '91) (who, yet again, did not have pictures of his children with him. He swears he has a son and a daughter but I have yet to see any proof!), **Lee Quimbo, Neal Epstein and Joe Gill**, all of whom are doing very well. Joe and I caught up a few weeks later for lunch so that Joe could fill me in on what he has been up to since we heard from him last. Joe spent many years working as a management

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consultant for a leadership consulting firm in California, Texas and London. About a year ago, he and his wife moved to the New York area with their adorable twin boys. Joe is working at Citibank and is active in his community in Short Hills, NJ, including working with the local Boy Scout troop.

Kristin Colber-Baker finished up her two-year contract with Burger King in July and is taking a well deserved sabbatical through the end of the year. She plans to spend lots of time with her husband, Joe, and their kids, reading and catching up with friends. She'll also be traveling to Japan, Austria, and Hungary. In January, she'll start to think about re-entering the corporate world. She is hopeful that she'll land back in the world of M&A.

I was lucky enough to combine business and pleasure for a trip to Charlottesville in September. I stopped by the Darden School for Leadership Weekend activities and the kickoff of Darden's 50th Anniversary celebration. At the evening cocktail party, I caught up with Professor Bodily. I couldn't resist asking if the failsafe answer in his class is still "10 trucks." It ends up that he had retired that line but told me that he is considering dusting it off and putting it back into play. I also caught up with **Connie** and **Austin English** (MBA '91) and enjoyed meeting their children Pierce and Kate, with whom I had an interesting and engaging discussion of what really happened on the tower at the end of *Harry Potter VI*.

While visiting Darden, I met **Greg Kilduff's** father. We haven't heard from Greg in a while so his father filled me in on some of the details. Greg is living in Norfolk and working for EURPAC where he sells consumer electronics to his Navy clients. Greg and his wife Zoe have two little boys, Ryan and Michael, whom Grampa Kilduff proudly describes as "very cute." He also tossed in a few other adjectives such as "active" and "rambunctious."

Baby news! **Susan Sobott** gave birth to a baby girl in the end of March.

Rumors and speculation: I've heard through the grapevine that **Bill Wilson** is moving to Charlottesville. I have very few details and don't know where he is moving from or what he will do when he gets there. I hope to have more information by our next column. This spring, **Tim** and **Barbara Blair** were on a cruise with their two children. Towards the end of the trip, Barb went to an evening show with her kids where she noticed someone in the row behind her who looked very familiar. It ends up that she was sitting in front of **Lina Dajani Malas** and her children! The show started shortly thereafter and unfortunately they weren't able to have more than a brief chat. I have lost track of Lina and hope to be able to reconnect with her as well for an update before our next column.

As **Reenst Lesemann**, our class agent, communicated in his last letter to the class, we have officially established the Class of '90 Scholarship. Our scholarship program will be used by the school to help attract extraordinary and deserving students, with a particular

emphasis on inducing those highly qualified applicants to take "early action" admission. Because of the substantial financial giving by our class last fiscal year, we have been able to accelerate the program by a full year. The first scholarship will now be awarded to a student matriculating in the fall of 2006 rather than 2007. Our overall commitment is to award a two-year half-tuition scholarship for each of the next four years. For more information on this program, please contact Reenst at RLeemann@tallookscapital.com.

Help Wanted: After several years of faithful service, this summer both **Phyllis Doig** and **Steve Silbiger** stepped down as my fellow class secretaries. Phyllis is the class secretary for her undergrad class and simply doesn't have time to do both. Steve is also overcommitted between writing books, directing commercials, and spending time with Sandy and the kids. Author of *The Ten-Day MBA*, which has sold more than 200,000 copies worldwide, Steve's newest book came out in August and is called *Retire Early? Make the Smart Choices*.

I now find myself in search of someone to step in and fill their shoes. If you are interested helping connect with classmates and writing a gossip column twice a year, please drop me a note at Darden90notes@optonline.net.

'91 Reunion

Laurel Evanson Peltier
4 Bellemore Road
Baltimore, MD 21210-1313
laurel77@comcast.net

Thank you to everyone for your interesting updates. It's time to mark your calendars for our *15th Reunion in Charlottesville on April 21-23, 2006*. After editing this set of notes, I realized how many of us are still very connected to Darden through our Darden friends and business associates (even spouses!). Our reunion is a great time to re-connect and have fun. Make your hotel reservations to be sure you get a nice room at the Keswick or Boar's Head. Looking forward to seeing you there!

Lee Ann Reinders Dietz now has three children, with William born August 2, 2004. He joined big sisters Grace, 9, and Georgia, 6 1/2. She and husband Alex live in Cary, NC.

Kay Ayaki-Zeren sent this update, "I continue to work as an independent consultant out here in Silicon Valley. Being on my own gives me flexibility to do some 'mom' things during the day. Our older son, Alex, started kindergarten this fall, so I volunteer in his classroom and help out on a couple of other class things. I have also joined the 'soccer mom' circle, taking Alex to practice and games. Our younger son, Christopher, is now three. Here's my website: <http://www.a2zlaunch.com>. I focus my consulting on consumer software, hardware, and consumer oriented websites. Out here, it's not uncommon to find myself the oldest person on the team I work with!"

For this first time update since graduation, I'll give our classmate's name at the end...

"I don't think I've ever sent anything in for these updates, so I guess it's time that I did. I'll keep it brief... Robin and I are still happily married after 18 years with three kids – Annie (15, a Darden baby & reared in the Darden bookstore), Will, 13, and Chase, 8. After Darden, we lived in Knoxville and Nashville, TN, Paris, and now Columbus, IN. I've worked for Arvin, now ArvinMeritor, since graduation, where I am president of the automotive aftermarket business and have been for the last six years. I still think fondly of our Darden days although I have not been back since graduation. Like others, I probably just need a good excuse....15-Year Reunion?" The writer is **Dan Daniel**. So good to hear from you!

Mark Dales is having fun... "We have several new businesses added to our family. RD-PHOTOS.com is an on-line resort photography biz, we are building a real estate investment portfolio, and I am singing six nights a week at Wild Dunes! Our son AJ, 13, was just accepted into Charleston School of the Arts as a piano major and our daughter Veronica, 10, will likely follow suit with a violin major. Lea looks 10 years younger than when we were married after my first year at Darden. I look, well, never mind that! We are loving the beach and have dropped anchor here. Please look us up if you are in the area!"

Connie Dato English is living in C'Ville and penned... "Just did a workshop (today) for Darden alumnae re-entering the workforce in the DC area. Also, our class was represented by **Brian Cowan**, **Keith Crawford**, and me at the 50th Anniversary Convocation last weekend. **Connie Hallquist** (pregnant with Luke's little sister) and **Austin English** showed for the party following the procession and speeches. I'm keeping busy with work and family. Kids are 8 and 10 – involved in lots of sports. Hope to see lots of people back in Charlottesville for our 15th Reunion in the spring."

Doug Klein, I'm so glad you emailed me because I had an APB out for you. So glad you're doing well! Doug writes, "As for me, after my office was destroyed on 9/11 and my division was sold to a competitor, I was officially a Morgan Stanley employee, but I had nowhere to go and nothing to do....I decided to put out my own shingle. I am a contract consultant specializing in group benefit programs - 401ks used to be hot, but now health insurance keeps me the busiest. I cover United Health's National Accounts in NJ and NY. I still live in Essex Co, NJ, with wife Rebecca and 2.2 kids Evan (4th grade), Eliana (1st grade) and .2 (rounding error). I joined the local NJ alumni chapter for U.Va.. I'm mostly busy working around kid-logistics and keeping my grass the greenest on the block – suburbia; Wall Street and Darden have made me more competitive. I also teach at night at a state university that serves the immigrant and economically-disadvantaged populations in NJ, leading two Finance courses. I'm working with non-profit foundations to offer investment literacy to the working poor, but the grant world is very slow sledding. It's

a long-term challenge, like the middle-age 20 pounds I added, but I'm lovin' life everyday. On a serious note, I want to thank everyone again who sent me emails on 9/11, inquiring on my whereabouts. Warmest regards from Joisey!!

Okay, **Ro and Martin King** have exactly the opposite life from me.... "Martin and I are now living in Jakarta, Indonesia where he is the president of Sampoerna, a company recently acquired by Philip Morris. More details as we get settled! Let's see, I'll throw in my update. I (**Laurel Evanson Peltier**) have three kids (ages 6, 4, and 2), I stay at home, am married to a Darden graduate-banker-husband (read: never home, but very cool), I drive a minivan, and we live in Baltimore. I live down the street from **Tracy Schmidt Swindell** and **Gillian Wood Meigs**, and they have pretty similar lives to mine, Tracy has five kids and Gillian has two girls. **Phil Bowman** and his family are back in Kansas City... "I'm now VP Marketing at H&R Block and Gloria is still going a mile a minute. You may remember my son David. He was born the first Wednesday of our first year. He's now 16 and a junior in High School. It's hard to believe how quickly the time has passed. We've added three wonderful girls since David came along. Katie is now 14, Sarah is 11 and Elizabeth, 8. I'm not sure if you heard about Gloria's illness. She was diagnosed with a brain tumor just over a year ago. It was pretty scary for a while. She had it removed during a couple of operations and has now fully recovered. It's really given us a different perspective on life and the truly important things. We also have a lot more empathy for all of those who go through these kinds of challenges. **Jay Scott** checked in from C'Ville... "I am still at U.Va.. My current position is Senior Associate Dean for Finance and Administration at the School of Medicine. Sort of like the COO and CFO for the school. My wife, Sarah, and I recently purchased and renovated the Charlottesville house in which I grew up. My parents lived in it for 43 years before recently moving to Westminster Canterbury, a local retirement community. We now have a 3-year-old boy named Ford (born 11/21/02) and a 3-week old-boy named Alden (9/2/05). Not much sleep these days but we are having a blast. Still living in England with four children, life is great."

Pascal Monteiro de Barros also checked in from England.... "I see a lot of **Casey Norman** who lives next to me in the country. I saw **Harris Jones** by accident in Lisbon last week; he is now back in the UK, and is working with **Richard Dodd**. **Guillaume** 'Billy Cavalier' **Cuvelier** is more successful than ever with his Vodka Brand 'Svedka,' which is the fastest growing spirit in the U.S. He stops by London for terrific tasting/market research dinners. Most worth noting is that **Martin McClanan** has joined my wife's Children's Clothing Company as CEO. He is going to bolster Papo d'Anjo's operations in the U.S., its biggest market, and develop a strong catalogue and internet business. Papodanjo.com. It's good to have 'Smarty' on the team. Geoff Hale (MBA/JD

'93) is doing a lot of our legal work; I had not spoken to him since '91. On another front, we are proud to have sent our 17th and 18th Portuguese student to Darden this fall! I was the first... Congratulations to Bob Bruner."

Doug Pinotti writes... "My wife Caroline and I are living in Atlanta and we just had twins five months ago (Emily Caroline and Colin Joseph) who join their sisters Elizabeth, 5, and Catherine, 3. I work with Medtronic International and my wife works in Medtronic Pacing in Atlanta. However, contrary to popular opinion we did not meet through work. Over the last 10 years, we have lived in Washington, DC, Delray Beach and Jacksonville, FL and now Atlanta. I recently got together with **James 'Hurricane' Standish** and **Mike White** for lunch in Washington, DC. They have not changed a bit!"

Keith Kargl is having fun... "My wife, Pam, and I have just moved our family (Alyssa, 12, Chistianne, 10, Joseph, 8, Jeremy, 6, and Patrick, 4) to Lowell, MI, (from the Minneapolis area); it's a little town outside Grand Rapids, in the Western part of the state. Believe it or not, this was NOT a job thing – it was all family-driven. Having grandma and grandpa or aunts and uncles watch the kids for an extended timeframe... what a concept! Having "reverse" sticker shock in Michigan, we found a nice big place on over two acres in the woods, high above the Grand River. I have been consulting (independently) but am still affiliated with Dashe & Thomson in Minneapolis. The last few years' business has been in the medical device industry, consulting for process improvement, "lean," and regulatory compliance. I'm planning to stay near that industry – there is a fast-growing medical device/pharmaceutical market here in Western Michigan. We'll see."

Next time you're in the Dominican Republic, you must look up **Efialto Castillo**. "All is well with my family and me," he writes. "Still living in Santo Domingo and enjoying life in the Caribbean. Maribel and I have a 3-year-old boy, Alejandro, and are looking forward to continuing to grow our family. Workwise, I left Verizon D.R. in 2003 (had been there since 1992) and partnered up with a couple of friends to begin an investment banking business here. So I can both take people's money and be tour guide when you all come visit the islands!"

Hey, **Dex Wade** wrote in... "I've been at Capital One in Richmond for the past seven years. My big news is the birth of my daughter, Jenna Renee on July 4! She's growing very fast (99th percentile height and 97th percentile weight), and her older sister Mary Kate, 3, is proud to be a big sister. My wife Donna is doing very well."

Chris Maclellan updates: "Since our eldest son, Morgan, is now in college (UGA), we are busy raising only three boys. Owen, 17, Robert, 11, and Wilson, 7, are busy with sports, motorcycles, and girls (usually in that order). I own an insurance enrollment business, which I started with my brother two years ago. We enroll large companies' benefits and are



Hundreds of Darden alums and families gathered Sept. 24 before the U.Va. Duke game.

operating in all 50 states. With the help of her parents, Susan manages the Chanticleer Inn on Lookout Mountain, which we renovated in 2002. Our family picture is on the 'About the Inn' page of our website. I like to play golf when I travel and have a 2 handicap now. Susan and I offer all of our classmates an open invitation to 'stay and play' anytime you are near Chattanooga."

Per-Andre Marum writes... "I'm hoping to see you and a lot more during reunion next spring. Meanwhile I'll be running my headhunting business in Oslo, Norway, with my six partners. See www.orion-search.no. I have established myself as one of the most utilized recruiters within our IT and Telecom sector and I am having great pleasure meeting new and interesting people every day. On the domestic front, I have a standard package with wife (Ida, my be married for 11 years), Volkswagen (station wagon), Vov-Vov (Irish Setter), Villa (nice) and 2.3 kids (Victor, 10, and Alexander, 8). We live on the fjord front 15 minutes from downtown Oslo on an island called Nesoya (please visit us or see www.earth.google.com). There we enjoy tennis, hiking, and kayaking or just a good board game in front of the fire. In other words – all well here. I can also report on steady activity of the Darden Alumni Oslo Chapter."

Laurel's Note: Every time I think of **Frank Wolf**, I remember him explaining to me how he plowed into two huge beavers driving south on 29, crashed his car and survived.... Well, Frank's subway should be okay... "I am a

class notes

Principal at Banc of America Securities LLC in NYC, the investment banking arm of Bank of America. I design direct market access (DMA) trading systems used by buy-side institutions and hedge funds to trade directly in the equity markets without going through a broker's desk. I am married to Enida and we have one child, Adam, who is 9 months old. I hope to go to the 15-year Darden reunion because Enida has never been to U.Va. and I want to show it to her."

Speed Williams is back in the States and checked in... “We’ve been in Paris for three years and just moved back to the US last month. It was a great experience and we got to travel a lot – thanks to European vacation time, our French ranges from fluent to caveman/present-tense (me want beef), linearly youngest-to-oldest. The cul de sac in Cary, NC, doesn’t have quite the same buzz as Paris, but its good in its own way and having a Home Depot and Target nearby isn’t bad either. I haven’t seen many classmates. JR and I had a near miss when he was traveling to Budapest for a while. Other than that I’ve been out of the loop.”

Thank you **Laura Welch Forster** for emailing me as I lost the Post-it from our last talk. Laura has great news... "After 12 years in the wine industry and 15 months in the non-profit world, I retired in June (at least for awhile) to raise my new baby girl Elizabeth who was born this past August. My husband John purchased a small business in Northern Virginia last fall which is keeping him really busy. We are both enjoying being back in Virginia."

Risa Dimacali sent a two-for-one update. “**Brad Willmore**, our classmate and my former roommate, is getting married in October to Mary Jo Ellen. Mary Jo is not only Brad’s wife-to-be, she has also been his business partner and co-founder of their corporate finance advisory practice. They are getting married in the Coit Tower in San Francisco, near their Telegraph Hill home.” Risa has great news too... “I don’t know if you heard that I’ve been married for a couple of years to Brian Burns, a native Californian who works for high-tech companies doing business in China and Japan. We live in San Francisco, where I’ve been since I left Darden. I’m also step-mom to Brian’s son Shohei.”

And lastly, **Patty Jones** had the time between moving back to England and taking care of four little ones to write a great story! “We are back in London. Harris is CEO of international for Cable and Wireless, the oldest phone company in the world (I guess they needed young blood). So the four kids and I have come over to help him with his work issues. Breakfast conversation goes something like this, ‘Dad, what are you doing at work today? Will you be learning anything new?’ says Duncan, 9, echoing years of school queries. Harris: ‘Yes, I am learning all about the Caribbean and how things work differently on all the islands.’ Claire, 11, says, ‘Cool, Can we

go there?" Ryan, 5, adds, "Yeah, can we go there after we are done visiting London?" Duncan: "We have moved here, we are not visiting for 3 years!" Brody, 2: "Horses! Horses!" Harris: "I better get on my Vespa scooter (just like the one he had in C'ville) and follow the Queen's guards to work." Four kids covered in milky smiles, "Bye Dad. See you at the end of the week." So we are all settled again and enjoying being in the city. We have been here one month and we have already hosted Martin McClanan, who is here working with Pascal's wife, Catherine, marketing her line of clothes for children. We hope to have many more visitors."

'92

Asli Keskinel Eksioglu writes, "I quit my job (Joint Managing Director) with Saatchi & Saatchi Istanbul in February 2004. After working freelance as marketing consultant in a couple of projects, I set up a company with a long-time friend. Our company, THE PARTNERS, is aiming to become the entertainment corporation. We act as consultants and/or implementers in marketing, communication, production mainly in the entertainment sector. We have a tough road to travel, but believe in this need and necessity! (wish me luck...) My daughter Dafne is now 7 years old. She is in 2nd grade. My husband, Berk, has recently opened up his 6th restaurant Kitchenette. The Istanbul Doors Group is growing rapidly (Vogue, continental cuisine; Wan/na, Asian; Da Mario, Italian; Anjelique, continental cuisine & night club; A"ja Hotel, boutique hotel). **Judith Baker** is gonna be spending more and more time in Istanbul, since her husband is working here for a couple of years. I am very very delighted to have her around. **Eran Gartner** visited Istanbul with his family in May 2005."

Bob Armour writes, “We just moved to Boston...the land of Dunkin’ Donuts...where I believe you worked out of Darden. I’ve been with Capital One now about 3.5 years, and recently became CIO of our Point of Sale Finance business based in the Boston area. My wife, Lisa, and I are busy getting settled into the town of Sudbury, a very nice family community about 20 miles west of Boston. Our three kids: Alex, 8, Zack, 4, and Sarah, 2, are all adjusting well. We had dinner with **Bernie Student** and his wife Laurie last weekend and are looking forward to spending time with them as they live fairly close by in Hopkinton. We went to the U.Va. at Boston College football game yesterday which was a nice taste of Virginia, where during the past three years living in Richmond we had enjoyed the proximity to Charlottesville.”

Jeff Lymburner writes, "Well, here I sit my new office – 17th floor of the Saban building in Westwood. The official west coast home of Cline, Davis & Mann is open, and I'm it (does that sound too much like Valerie Cherish?). I moved out to LA in April to open up 'CDM West' for our west coast clients, Amgen and

Genentech. Bought a Prius, little house in Laurel Canyon, and a Design Within Reach patio set. It's the California dream. We hope to build up our client roster and expand CDM West – anyone need any pharmaceutical advertising?"

Hugo Rodriguez writes, “Longtime reader, first-time caller...I do enjoy reading the updates though I confess I have been sadly negligent in keeping in touch with my classmates. Just to bring you up to date: after six years with Dole Fresh Fruit International in Colombia and Honduras, I left the private sector, and my wife and I joined the U.S. Foreign Service. We have since served in Mexico City, Lima, Peru, and most recently Washington, where I unfortunately had to see a good bit of **Russ Guzdar**. In DC, I spent a year in the Ops Center and a year on the staff of the Assistant Secretary for European Affairs. I made time between those jobs to spend a summer in Baghdad doing Consular work. Interesting but hot. We are now in Rome – arrived in early August – where I am the Visa Chief in the Consular Section and my wife is in charge of acquisitions and purchasing for the US Embassy. We have a lovely 10-year-old daughter, Alison Isabella, and we are expecting another child in late December. Better late than never.”

Thom Barnhardt writes, "I'm still living in Warsaw, Poland (now in my 10th year!). I am running a business media company publishing five regional business titles (Biznes Warszawski, Biznes Poznanski, Biznes Wroclawski, Biznes Trojmiejski, and Biznes Slaski) and the Polish-language website www.biznespolska.pl – will probably stay here two more years, then sell the business and move back to the US. Poland has become a very interesting place with its recent entry into the European Union, and is rather booming these days. Rarely a boring day, and lots of funny stories. I'd be pleased to see any Darden alums anytime they're in Poland!"

Amy (Oleson) Baker writes, "Nothing cataclysmic to report here, but wanted to let you know that a bunch of us who live in Atlanta planned to get together on Oct. 15 at **Christine Moon/Sunil Ghatnekar**'s house. My husband and I will be there, with **Laura Ford, Marie Quintero** and her husband, and **Paige and Steffen Lauster**. Maybe something noteworthy will come of that. I've been a stay at home mom since 1999 and as a result am unable to wow you with tales of my amazing corporate leadership. With three kids age 5 and under, if I can manage to get through the day, I consider myself a success. Maybe Paige can give you some better column fodder. I'll ask at the dinner."

Linda Ogden writes, "We are still living here in Rowayton, CT, with our four daughters, Virginia, Katherine, Annie, and Jane. We recently celebrated **Bill's** 40th with a big keg party at our house which included Katie and **Jon Pelson**, Colleen and **Reilly Tierney**, **Carolyn Keating** and Norman, and Lalyen Kenyon (MBA '93). Bill is back commuting to NYC where he recently joined Union Capital, a private equity firm in Manhattan. Linda keeps busy driving the



Trip Davis (MBA '94) presides over the NASDAQ market close Oct. 11 to celebrate the TRX initial public offering.

Riding out the storm: Alum leads company to NASDAQ Listing

Trip Davis (MBA '94) launched a public company in the eye of a hurricane.

Davis is president & CEO of TRX (NASDAQ: TRXI), which provides transaction processing and data integration services to the travel industry. TRX also serves clients in other industries involved with travel-related transactions, including credit card companies.

Davis and his executive team started their investor road show just after Hurricane Katrina devastated the Gulf Coast. Soon after, Northwest Airlines filed for bankruptcy. Although Northwest is not a TRX client, "the tone of the travel industry is set by airlines that are not healthy," Davis says. "We went right into the teeth of several storms. We were told when Rita hit that we were done, that we should just pack it up, as the investors were mentally and emotionally shutting down as a result of these factors. We had about a dozen institutional investors who had expressed demand. We put the road show on hold for three days. After the storm passed we went back out and priced the offering a week late. It was such a strategic milestone for us."

TRX began trading at \$9 a share on Sept. 27. The company is based in Atlanta, although Davis moved six years ago to Charlottesville.

Of the 6,800,000 shares issued in the \$62-million Initial Public Offering, half went toward liquidating a couple of minority shareholders. "They had been very good partners for us five years ago, but as we sit here today we need to demonstrate pure independence in the market," Davis says.

The company's clients include more than 150 financial institutions. TRX employs more than 1,600 people in nine locations worldwide.

Prior to joining TRX as CEO in December 1999, Davis

was senior vice president and general manager of the Travel Industry Practice Group at iXL, a strategic Internet services firm, formerly owned by Darden Trustee Bert Ellis (MBA '79).

Taking a company public has been a major learning experience, Davis says.

"The market continues to be very bumpy," he concedes. "The advice from some sage shareholders and directors to me as CEO of a new public company is to not watch it. We're in this for the long haul and have such a deep belief in our business, so long as we work well as a team, the rest of the numbers will take care of themselves. I've had crusty old CEOs ask me why I would want to be CEO of a public company, with all the scrutiny, the regulations and documentation. A lot of it is attitude. The reason for a lot of these new federal regulations is people abused their positions. If you approach this with humility and dedication, you can build a really great career for yourself. Another thing is, taking a longer term perspective on business and life is something we can all learn from. I like to challenge myself with, 'Okay, how can I do that?' So I've run four marathons in the last five years to calibrate my brain and my body to understand this has got to be a longer race than this week or this quarter. You've got to have something to lean on."

TRX counts Expedia, American Express, Citibank and American Airlines among its largest customers. "And so it's very important for us as a behind-the-scenes processing provider to represent to these major clients we have the capacity to manage their complex transactions, that we're Sarbanes-Oxley compliant, that we offer maturity and stability," Davis says. "And that is something we will market." —by *Steve Evans*

class notes • • • • •

girls up and down I-95 to school."

Craig Herron writes, "I am sure you have already heard, but a decent size contingent of Darden folks recently got together to celebrate **Chris Brookfield's** wedding. In attendance were me, **Erin Ruane**, **Jordan Posell**, **Pascal Bouvier**, **Michael Meyer** and of course Chris himself. Yes, Chris did actually go through with it and it was a beautiful outdoor ceremony/reception on Cape Cod with many cocktails had by all. Brookfield has a picture of the entire group if you can get it from him (cbrookfield@brookfieldinc.com) Notably missing was **Ann O'Connell Joseph** who is expecting another child (#3 I believe). Jordan also had good news as he and his wife Fiona are expecting their second. My wife and I had our second child in November, a fantastic little boy named George, and are moving in to our new home this weekend. I have a relatively new job with a boutique investment bank doing \$2M to \$50M M&A advisory work. According to Erin, she has found her dream job with Netflix negotiating all of their content relationships with each of the studios which allows her to attend the premieres and meet the stars."

Lawrence Gray writes, "I've been living in Richmond and running the Real Estate Investment Banking group for Wachovia Securities for eight years – offices in Richmond, NY, Charlotte and, most recently Los Angeles, as we added the gaming sector to our coverage universe. Freddie and I have three kids – Lewis, 10, Teddy, 7, and Arlo, 5 – so we are extremely busy but enjoying all the excitement. Had a great time this past summer seeing lots of classmates from Darden including **Chip Nisbet**, **Robbie Huffines**, **John Case**, **Gordon Wallace**, and **Chip Caravati** (Gordon and Chip both live in Richmond as well). Hard to believe it was 15 years ago this fall that we started at Darden...WOW! Hope all of you are well.

'93

Meredith M. Bolon
106 Painted Turtle Lane
Chapel Hill, NC 27516-4337

Rebecca A. Kilduff
414 Queen Street
Alexandria, VA 22314-2621
rkilduff@madisonkilduff.com

Entrepreneurship is alive and well with the class of '93. **Sally Kate Welsh** (now Kate Welsh professionally) has launched a new handbag company, KateFerrat in New York City. The company has leveraged Kate's creativity and all the business skills she could muster 18 hours a day over the last 18 months. The story of her company name is based on the village in South of France where her parents lived after they were married. Check out her designs at www.KateFerrat.com or if you are in NYC head over to the Metropolitan Museum of Art to see her handbags on display.

Mike Faino was able to attain a double

entry this round with both entrepreneurship and family news. Mike and Laura, had their first little addition in July – baby Rachel. I was lucky enough to baby-sit this little one and give her a few pointers on how to truly manage her father! In between late night feedings, Mike has started a new portfolio management venture, Great Oak Investment Management.

The old roommate batch of "The 3 Blondes and Ed House" all had news to report this round! In the category of well broken-in parents, both **Kim Trundle** and **Karen Stultz** each had little boys! Kim and Steve started off the spring with the addition of Wyatt to the Trundle brood. Big sister, Claire, and brother, Scott, are ready to show him the ropes.

Next in line was **Ann Campbell**, who was married Joe Schultz in Baltimore, MD, at the art museum on the Inner Harbor. Ann and Joe will be spending the winter renovating an old convent into their new house. They should be ready for visitors in time for crabs and football next season! Rounding out the trio of roommates, Karen Stultz and husband John welcomed their third little boy, Davin, in October. Davin will be ready for ND football games with the help of big brothers Grant and Luke.

Ed Fowler was unable to top all of this news but reportedly is still available to make chocolate chip cookies as needed in Charlottesville. Ed did mention that his new house in C'ville has been exciting with the recent addition of a bear that frequents his backyard (and occasional visitors from the Class). The most recent visitor was **JP Graham**, who was in town for the Rolling Stones concert in Charlottesville.

Ward J. "Tim" Timken has been named chairman of Canton, OH-based The Timken Co., which produces engineering bearings, alloy steels and related products and services. Congratulations, Tim.

Finally on the higher education front, congratulations to **Balbina Hwang** who recently completed her PhD at Georgetown University in International Relations. She is currently juggling her time between teaching at Georgetown and her work at the Heritage Foundation as a policy analyst. Congratulations!

'94

Jorge L. De Dios
531 North Lombardy Street
Arlington, VA 22203-1026
jorgededios@hotmail.com

Tamara Harvey de Dios
531 North Lombardy Street
Arlington, VA 22203-1026
tdedios@hotmail.com

As 2005 comes to a close, what has happened to the class of 1994? You have all been very quiet! We hope that's a sign of contentment and peace with your families, careers, and extracurricular activities. Our attempts to contact

you did result in a few newsworthy tidbits. Let's start with two of our generous classmates who are giving back to Darden.

Bryan Simms was named Chairman of the Alumni Board. Congratulations – we know you'll do a great job! The announcement included the following on the life and times of Bryan. By day, he is a Sr. VP with Lehman Brothers Private Investment Management in New York. By night, and hopefully during a few daylight hours as well, he is on the alumni steering committee for the Omega Psi Phi fraternity chapter at Duke, a director of the 35 East 30th Tenants Corporation, and he serves as assistant to his Kung Fu instructor on a local access Manhattan TV show. Bryan and his wife Laura have a newborn daughter Marlo and two dogs. He puts the sedentary lives of your editors to shame.

Darden activities wouldn't be complete without the obligatory fundraising. Many thanks to **Mark Riser** who is our class agent for the Darden Annual Fund. Please help our class achieve and maybe even surpass our participation goal this year. C'mon... dig into those pockets and share a few dollars with your favorite B-school! You can give online, plus you'll get your name printed on the Honor Roll of Donors – who wouldn't want to make that list?

The one who should qualify for a pass on monetary donations this year is **Mia Paterno**. As you may have read from our prior emails in August, she rode out Hurricane Katrina in New Orleans. Upon escaping from the city, she made her way to Cincinnati to stay for a while with Jennie and **Andrew Logan**. Mia feared that her house was probably wiped out when she wrote last, but one bright spot in her story is that she had closed her retail shop a few months before the storm! The entire class sends their best wishes and we hope that all works out well for you.

Our classmates in the Houston area had challenges as well when Hurricane Rita came knocking just a few weeks later. **Rebecca Healy Hughes** had offered her home to anyone displaced by Katrina. We were thankful to hear from her after the storm that all is well with her family.

We also heard general updates from a few more people.

Marc Bivona reported that he and family are doing fine in NYC. They were expecting a visit from **John Seebeck** and clan who were coming in for a Yankee's game. Marc also keeps in touch with **Mark Kotzer** who was planning a wedding in September to Lauren.

Jerry Martinez recently joined Stewart Title Guaranty de Mexico as country chairman and general manager. He is really happy promoting title insurance in Mexico, since they offer a very innovative product. He and his wife Fernanda were blessed with a baby girl last summer on July 8. Her name is Paula and she is healthy and growing so fast. Jerry and Fernanda welcome any Dardenites who want to come and visit Mexico.

Charles Wilson Jr. married Jenise Campbell on May 14 in New York. Charles, who also

received his law degree from U.Va., is founder and CEO of Babygrande Records in NYC. As a screenwriter, he co-wrote the 2004 movie "Soul Plane."

We also received a quick note from **Sunil Kakodker**. He and his wife Asmita are doing well in Tampa.

Our final note came in from **Mike Burke**. In his own words: "I'm not sure if or when I last wrote. Maybe never...I left Nextel in June to buy and run a very large Allstate Insurance agency in Fort Lauderdale, FL. My brother has been in the insurance business for 10+ years and I have invested successfully with him in insurance before. So, I have jumped both feet into small business ownership. I even have a few Darden investors – you know what they say about fools and their money! Anyone in Florida needing insurance advice, give me a call – someone in my office will tell me how to help you! My family is still in Northern Virginia. Jenny and I had our 17th anniversary this spring. We have two boys, Sam, almost 7, and Alex, almost 5. We have not moved everyone to Florida yet; Sam is in school and Alex, a special needs kid, has many doctors and therapists in Northern Virginia that we need to replace. Besides, I'm still working late every night trying to learn the new business. Luckily, JetBlue and others keep my travel costs way down. One of the funnier impacts is that Jenny has taken over as soccer coach for me – yet she has never played. Sort of like a blind woman trying to lead deaf 6 year olds. Fun to watch."

We hope Jenny has this same sense of humor! Well folks, that is all of the news that we received. We'll end this with our own little note. We were in North Carolina over Labor Day for a quick visit with **Judy (O'Connor) and John Bartro**. They love living on Lake Norman and their two kids Sarah and Grady are a hoot. Our big lesson of the weekend was to avoid giving musical instruments as gifts to children. After multiple concerts that included various flute and harmonica renditions of Twinkle Twinkle Little Star, we fear the retribution that may happen when someday we have children of our own....

We know there are many Darden legacies on the way, new jobs started, visits between old friends, and lots of mischief and merriment with all of you. Please write and tell us about it! Otherwise we'll have to make it up.

'95

Mrs. Supriya A. Desai
Apartment 306
3344 Corona Village Way
Orlando, FL 32835-7542
soupyd@yahoo.com

Mrs. Barbara A. Hall
3204 Moores Glen Drive
Charlotte, NC 28209-4068
Barbara1.Hall@wachovia.com

Mr. William V. Wishard, Jr.
Flat 3
24 Kensington Court
LONDON W8 5DP,
United Kingdom
van.wishard@ltpartners.com

Well, let's hope most of you were able to catch up at our 10-Year Reunion back in April, since we only received a few updates this time around. The ones that we did receive, however, contained great news on all fronts, including some from long lost classmates, so read on! We're glad to include your news here, and always look forward to getting more updates from the rest of you in the coming months. Remember, you can post your updates to the Class of 1995 Yahoo! Group site (<http://finance.groups.yahoo.com/group/dardenclassof1995/>) or send them directly to one of your Class Secretaries: Barbara Hall (soupyd@yahoo.com) or Supriya Desai (soupyd@yahoo.com).

Top of mind: In May (I think! Time flies.), **Mitch Wander** was deployed to Iraq with the United States Army Reserves. **Emily Wander** and son, Benjamin, are doing well and no doubt thinking positive thoughts daily back in DC. Prior to overseas deployment, Mitch spent a bit over a couple of months in training at Camp Atterbury, Indiana with the 80th Division, which specializes in training American soldiers, from basic training to military police training. Now he is part of a Military Transition Team (MITT) stationed at the Iraq Army's Al Kasik Military Training Base (AKMTB) – under the 3d Armored Cavalry Regiment (ACR) known as the "Brave Rifles" – training his Iraqi counterparts. As his superiors in the military have said, MITTs will enable the Iraqi Army to secure Iraq on their own and bring the US troops home. He's been sending periodic updates to friends and family. Even though he's not always able to write back, Mitch has said he enjoys getting emails from friends. You can write to him at: Mitch@WanderGroup.com. Knowing the sacrifices he has chosen to make, it's easy to feel proud to call Mitch a friend. Our constant prayers are with you, Mitch (I'm sending him this set of notes), and our positive energies are directed towards Emily and Benjamin!

From the land of fine wines and fine foods, our very favorite French woman, **Virginie (Kleinclauss) Renard**, sent your correspondent (I've been reading *The Economist* too much lately) a note in April announcing that she and Fox (Philippe Renard, MBA '94) just had their third child. Virginie wrote, "...indeed, Alexandre and Nicolas were thrilled to welcome their baby sister, Alice, on March 21." She sends her warmest regards to the rest of the class and hopes everyone had fun at the reunion!

Virginie and Fox are not alone in their recent family expansion. **Erica (Coles) Jacobsen** was "thrilled beyond belief" to announce that she and her husband, Todd, welcomed the arrival of their son, Cole Jameson Jacobsen, on April 29 at 5:42 p.m. (right around dinner time!).

Interestingly, Cole is named in honor of Erica's maiden name (Coles) and Todd's mother's maiden name (Jameson). Though Cole was born a couple of weeks early, Erica notes that he did so quickly and without much trouble (relatively speaking), and is now doing great. Congratulations to the Jacobsen family and wishes for all the best in this exciting first year of Cole's life! Looks like reunion time coincided with birth time for some folks!

On a somewhat solemn but deeply grateful note, **Alessandra (Niceta) Rose** wrote to us this summer to say that she and **Clayton** welcomed their third child, and first daughter, Marguerite Alice Rose (Maggie), on June 28. To all her friends from Darden, she and Clayton wrote, "Our precious little girl was diagnosed at 22 weeks gestation with 'trisomy 13', a rare and fatal chromosomal disorder. Her life on earth was short – she lived only four hours – but among the most meaningful and complete that we'll probably ever know. She was marvelous and we will be forever honored and humbled to call her our daughter. We are very grateful to so many of our dear Darden friends for their overwhelming kindness during this challenging journey, especially **Maryann Ford** (Maggie's Godmother), **John Ebner**, and **Martha Piper**. Our thoughts and prayers and hopes are with the Rose family.

David Campbell, who did attend Reunion '05, is in Richmond, VA, where he bought a house earlier this year. Though he sent his note in May, it's particularly poignant to note that David was able to visit New Orleans for Jazzfest this year, prior to Hurricane Katrina's devastating landfall. Yours truly is glad he has recent wonderful memories of a great city (soon to be great again!).

We were excited to hear from **Mike Stroka**, one of our "long lost classmates" who has been back for a while from SE Asia where he was working with BCG. He wrote in June to report the new news: He's getting married! In his own words, "Yeah! I'm finally settling down, and buying a house in the suburbs even!" His fiancée's name is Nancy, and she is a banker at Bank of America in Chicago, where the two live. Congratulations, Mike and Nancy, and best wishes for lots of happiness!

Speaking of Bank of America, **Corby Stokenberry** reports that he moved to Charlotte, NC, earlier this year to begin work with BofA. He writes that he's "absolutely thrilled with living in Charlotte and couldn't be happier." Yahoo!

Other news from North Carolina: In Charlotte, I (**Supriya Desai**) met up with **David Knight** and his family. I was in Charlotte in late September on a consulting assignment for David and his company, Wells Fargo Home Mortgage, supporting their process excellence initiative. Earlier this year, I said goodbye to all things familiar (job, boyfriend, nice reliable paycheck!) and went out on my own as an independent consultant specializing in operational improvement and Six Sigma. Business has been strong, thanks to a great network that includes

Darden Grad Spins Passion for Cinema into Film Production

KELLY THOMAS (MBA '03) found her post-Darden path led straight to Hollywood. Since graduation she has successfully combined her love of film with sharp business acumen.

She is an associate producer with indie production company Mockingbird Pictures in Los Angeles. The company this year produced the film *Nine Lives*, a series of vignettes told from the perspective of women whose lives are in transition, sometimes painfully so. Starring Glenn Close, Sissy Spacek, Holly Hunter and a score of other major performers, the picture is composed of nine continuous Steadicam shots, each ranging 10-12 minutes. *Nine Lives* won acting awards at the Locarno International Film Festival and was a featured film at Sundance. *Nine Lives* was also a major attraction at the Virginia Film Festival in Charlottesville in October. Kelly and her partner Julie Lynn, who holds a law degree from U.Va., were the featured speakers this year at the Darden Producer's Forum, which the school sponsored as part of the Virginia Film Festival.

A longtime film lover, Thomas grew up on a ranch between Dallas and Houston, where her family still live. After receiving a PhD in English from the University of Michigan, she taught the subject at U of M and the University of Houston, later following her boyfriend Ian to U.Va., where he attended law school.

“I decided to go to Darden,” she says from her office in L.A. “I was pretty much set to work on Wall Street, but for personal reasons my boyfriend and I went out to the West Coast for his job and that’s when I decided to get a job with film. When I was in English grad school, part of my research was on media studies, film and popular culture. I’m fascinated by the place American film holds in our cultural psyche. But it’s always been a little daunting to me. When in grad school I observed it from the side of analysis and commentary, but I always wondered what it would be like to work in the industry. Going to Darden gave me the tools to understand film as

an industry and to see how my interests actually dovetailed with the industry side of it.”

Nine Lives has an unusual financing and profit-sharing structure, as every permanent member of the crew owns a piece of the film. "It's a unique business model for this industry," Thomas says.

“At Darden, I learned to use general management skills to make something I can be happy with,” Thomas says. “Every day, it’s all about being an entrepreneur. I’m there from the start to finish of every project. If I was at a studio I would be pigeonholed into very specific job duties. Right now, I work with writers and directors to develop scripts with them, then through casting and post production. Right now we’re finalizing a distribution contract for *Nine Lives*.”

Thomas says her production work “is the best circumstance I could have ever imagined. Julie’s had the company about five years and I joined her two years ago.”

Her goal with Mockingbird Pictures is to acquire quality material and build the company's reputation at a time when major studio executives are scratching their heads and wondering why their films don't make money. "If we have great, unique material with great writer-directors, then we can go to talent agents and they're interested in our projects," Thomas says. "People know we stay under budget and they're willing to trust their money with us. Talent agents know we treat our cast very well. We want to create a very hands-on atmosphere. We spent a lot of our time on *Nine Lives* making sure the cast and crew were being taken care of. Actors agreed to work the low-budget scale. The crew took huge cuts in their normal pay – they really wanted to do the project and we promised we would take care of them. The feeling on set was very positive and happy."

Thomas also suggested that Mockingbird maintains transparent accounting methods, unlike Hollywood's big studios.

“Because of the shareholder model, when you’re trying to show a profit every



Kelly Thomas (MBA'03)

quarter, they can't make those risky decisions," Thomas says of the majors. "One of the reasons budgets go so high is people don't love the material, but they're going to do it anyway, so they want to be well-compensated for it. I tend to like intellectual, interesting material. I'm not usually very big on the giant Hollywood action films."

In talking to investors, Kelly and her partner ask how much they want to invest and determine their expectations.

"It's incredibly entrepreneurial to do this," she says. "Even when I was at Darden, I didn't imagine myself as an entrepreneur, but it came very natural to me. Making a film is like creating a company for each project. It's an interesting case study."

She compared the life of an indie producer to a constant creation of business ventures.

“You pull the company together, then when shooting is over those people go away because their job is finished,” Thomas says. “Then in post-production, you hire another group – editors, composers, the sound mixer. I’ve learned how to create a more fluid process, shepherding all these different projects that have their own individual structure. I feel so fortunate to have found something that I love that utilizes both sides of me – the pragmatic organizer and the lover of story. I want to keep finding amazing material, develop good business practices, make my investors happy and make people see their lives in new ways through these stories.” —*by Steve Evans*

friends like David! I've also been volunteering here in Orlando with the American Red Cross on Hurricane Katrina/Rita relief efforts, and have met amazing people who defy tragedy. This month, I kicked off "Operation Friends Without Borders," a unique book-drive designed to get children's books with personal friendship notes from other kids around the country, to the young, displaced evacuees of Katrina/Rita who desperately need support, friendship, and love to get through the trauma. Several teachers in Florida have agreed to have their classes participate, but I'm still looking for more volunteers to get involved! I'm also considering moving back to the DC area in the near future, which hopefully will mean I can attend the next reunion. I was bummed to miss our 10-Year gathering, especially since I heard the party at **Leslie Gregg's** house was great fun! Thank you to Leslie and her husband for hosting the Darden crew.

On to David Knight... Having moved from Atlanta to Charlotte in February, David is doing well in his new role as Vice President with Wells Fargo Home Mortgage in their Vendor & Operational Compliance unit. He oversees a staff of 44 and is responsible for a variety of operational imperatives related to compliance and operational excellence. David and his wife, Deanna, are anxiously awaiting the completion later this year of their new home in the Charlotte suburbs. Victoria, their 14-month old daughter, is absolutely beautiful and may very well go on to become president some day!

On our last note from Charlotte, **Barbara (Adams) Hall** – one of your correspondents – returned to work from maternity leave as of September. What? You didn't even know she was pregnant? Well, she and her husband welcomed Kaitlin Elizabeth to the world on June 6! Barbara writes, "I have to admit that motherhood is the hardest thing I have ever done but we are enjoying it. Marriage wasn't life changing but this sure is! I wound up taking the summer off from work..." She says that she's starting to get the hang of "this work/motherhood thing," for which she deserves serious applause! Congratulations to the Hall family and welcome to the world, baby Kaitlin!

Mentioning the possibility of Victoria Knight becoming Commander in Chief reminded me of the Armed Forces, which brings us to our next update (was that segue a stretch?). In early September, **Lowell Carhart** wrote to say that he and his wife, Miev, are in RAF Lakenheath, home of the USAF 48th Fighter Wing based in England. They're taking advantage of Miev's temporary assignment in England, by checking out the sites on her days off. In addition to "dashing" into London whenever they can get tickets to a good West End play, they have visited the gorgeous university town of Cambridge and are planning a visit to Stonehenge. Otherwise, as Lowell wrote, they "are on a never-ending pub crawl in the local villages!" Lowell went on to write that they will return to Spangdahlem Air Base in Germany to finish Miev's tour in May 2006. "From there

we'll go to either Chicago or New Jersey so Miev can get an advanced degree on the USAF's dime. While she does that, I will probably pursue a geology or paleontology degree so I can run my fossil import business more effectively. Life is good, and our Germany home is always open for beer- and wine-loving visitors!" "Danke" to Lowell and Miev for the invitation!

David Polevoy writes, "Summer has been a delight. Along with Valerie and our two children, Joshua, 5, and 2-year-old Cecilia, we spent a wonderful week in Florida visiting my grandmother who, at 91, still has all her savvy." David then took Joshua for a "guys" trip to visit David's dad in the Colorado mountains for sailing, fishing, bicycling, and the alpine slide. Sounds great! David also mentioned meeting up with the **Walt Pickell** and his family for a fun day at the pool. On the business front, David writes, "I am spinning two companies out of my current business, one focused on management consulting in the \$5-50M space, the other focused on licensing our methods and tools to other consulting firms. This will be soon accompanied by a complete marketing face-lift and launch." Wishes for continued success to you, David!

While David's busy splitting his company, **Brad Macomber** is involved in a recent merger that's made the headlines: Sprint-Nextel. It's ironic that Brad's current employer, Nextel, merged with his first employer out of Darden, Sprint. Brad reports that he got to visit the floor of the New York Stock Exchange for the opening bell ceremony after the merger closed...very exciting! Brad will be staying in DC. He also mentioned exciting news for **Talmadge O'Neill**, who had the company he founded and still runs, Mezimedia (www.mezimedia.com), profiled in The Wall Street Journal. Way to go, Talmadge!

Bob Kent wrote in with his news, "In the spring I returned to investment banking from my one-year stint in private wealth management. I joined Cohen Bros., a boutique broker-dealer in Philadelphia focused on financial institutions. Cohen Bros. specializes in collateralized debt obligations (or CDOs). Specifically, I am involved in sourcing new issues from banks for our collateral pools." Bob, his wife, Kris, and their 5-year old son, Bobby, are enjoying their return to the east coast.

That's all folks! Keep in touch.

'96 Reunion

Ms. Chitra H. Ebenezer
Apartment 6
345 West Barry Avenue
Chicago, IL 60657-5671
cebenezer@kraft.com

Ms. Julie G. Murray
783 Stagecoach Circle
Santa Fe, NM 87501-1145
juliemurray@yahoo.com

Greetings, all! Here's the news: We heard from **Rebecca Wilson Rogers**. She recently ran into **Stephan Oppenheimer** while strolling with her family in Greenwich. While Rebecca was hoping her 3-year-old daughter would impress with her charm and wit, instead she informed Stefan that she wasn't wearing underwear. We got a separate email from Stephan, who also mentioned the run-in with Rebecca (though no mention of the underwear incident), and added some other news. Stephan is still working in private equity at JPMorgan Partners. He and wife Anna Lynn are living in the West Village with their 6-month-old daughter, and Stefan still plays periodically in a band, Everett. He urges Darden folks to check them out next time they play, usually in the Village. Though they're scattered all over the map, Stephan still keeps in touch with Dardenites **Al Patel**, John Berry (MBA/JD '98), **Dan Mulderry** and **Davis Griffin**. And speaking of Al Patel, we hear he's working for Miller Brewing in Milwaukee and for now is commuting from his home in Chicago.

Frank Martien checked in – no dramatic changes in his life, but he plans to attend the 10th Reunion this spring. Speaking of the reunion – SHOW UP! YOU HEAR ME? MAKE YOUR RESERVATIONS NOW! Yeah, I mean you, **Jeff Sockwell**, **Hubert Strokosch**, **Devin Hawkins**, **Nick Alberio**, **Stan Lippelman**, **Christina Mayadas**, **Mike Kasperski**, **Amy Wirtanen**, **Ray Zhu**, and everyone else who thinks they can slink away into obscurity! You know who you are, and we want you there. 'Nuff said.

I'll let **Mike Clancy** tell his news in his own special way: "Our loins have again borne fruit. Peter James Clancy arrived on August 25. Haven and Pete are doing great, as are the rest of us." To remind that class, this is the 5th little Clancy to arrive since graduation.

There are also now five little McCanns. **John McCann** and wife Stacy live in Madison, NJ with kids Jack, 7, Will, 5, Owen, 3, Molly, 2, and Megan, 6 months. John is still at Morgan Stanley in the Leveraged Finance group.

Some more baby news: **Susan Sheehy Malanka** had a boy, Daniel Martin. Daniel joins big sister Katie, now 3. Also, Susan left Hertz Corp. after eight years, and now works in R&D finance for Organon USA, a pharmaceutical company. She'll be traveling to Organon's global headquarters in the Netherlands later this year. And **Lois Lynch**

Welsh and husband Nick are proud parents to baby Cara, born this summer. Lois and Nick live in the Baltimore area and have also been busy with a home remodel. And speaking of remodels, we hear Kristin and **Matt Lennarz** are moving to Rochester and have bought a fixer-upper.

Rob Swain writes that he is still at Delta-T Corporation as an Executive VP. Delta-T is a privately held company that provides technology, engineering and equipment for ethanol and biodiesel plants. With the recent passage of the energy bill, the biofuels markets have really taken off. Rob helped start up a renewable energy development company called Biofuel Solutions. They're working on funding ethanol projects in the US and Canada, and Rob wants I-Bank and Money Manager classmates interested in these kinds of projects to give him a call. On the home front, Rob writes that wife Jill started a decorative painting business called Imagine That when she retired from Allied Signal. Son Connor is 7 and loves basketball and football. Rob is in touch with **Mike Sicoli**, who still lives in Northern Virginia with his wife Kirsten and his kids Elisabeth, 4, and Matthew, 2. He just left Nextel to take the CFO position with RCN Corp, a NASDAQ company offering bundled cable and communication services to the Northeast US. Mike has been refurbishing a huge house in the DC area, and he also has a place on the Outer Banks where he spends as much time as he can and prays that hurricanes miss him.

Donn Takaki checked in to say he's seen several Darden people, including **Paul Whyatt**, **Stephan Oppenheimer**, **Dave Blair**, **Scott Casey**, and **Scott Brodows**, but wins the "small world" award for running into **Chris Gilbert** near Pike's Market in Seattle. Chris lives in NYC and Donn lives in Hawaii – go figure!

John Jordan writes that he will be moving to Northern Virginia after recently accepting a director, sourcing position with NVR, Inc., a homebuilder headquartered in Reston, VA. Shannon, Stephen, 12, and Anna, 9, will join John later this fall from Newport News where the Jordans have been since graduation.

We heard from **Tonny Anderson** in Denmark. He and girlfriend Majken barely made it to the hospital in time to have second son, Jakob. Two-year-old brother Joakim is very proud. Tonny and family recently moved to a small town outside of Copenhagen. Tonny bikes to and from work every day, and is learning to appreciate homeowner hobbies like gardening. On the work front, Tonny's firm recently bought two Irish banks. As CFO, Tonny handled the integration and now sits on both boards.

Also checking in from abroad was **Simon Mezger**. Simon's been with AT Kearney since graduation, and has spent a lot of time in automotive and telco consulting. But Simon is looking to make a change, so anyone who needs a seasoned consultant should let him know. The Mezger family (wife Anna, and the two boys, Max and Harry) has lived in Korea,

Indonesia, and other parts of Asia, but still call Australia home.

Scott Mall continues to travel the globe as a partner with Accenture and recently was part of the leadership team that opened Accenture's new BPO operation in Chennai, India. In addition, Scott recently authored a chapter on "The Role of the CFO" for one of Accenture's new business books out later this year. On a family note, Scott's two sons Austin, 12, and Hunter, 10, continue to hone their golf skills while Scott dreams of a second career as a PGA Tour caddie.

Kudos to **Noel Geoffroy** – Noel and her team recently took home five of the eight P&G annual marketing awards, mainly for her work on the Downy Simple Pleasures brand extension. Colleagues and audience members were probably sick of seeing her up on the podium, but what could she do?

John and Christine Freuhwirth moved from Chicago to DC this summer. John is now Managing Director at his company Allied Capital, and Christine is continuing with her business, FlexCareers Consulting, which has a few projects going on with Darden's Alumni Career Services. The Freuhwirths recently caught up with **Molly Baldwin Hughes** and **Gretchen Amman McCarty** when they were in Chicago for the marathon, and **Erik Frederick** and John ran the marathon together.

Doug Brown, his wife Lynn, daughters Alexa and Gabriela, and two horses (names not available) relocated in June 2004 to Charlotte, NC. He writes that he recently went to a Darden-sponsored event in Charlotte at Lending Tree and met the class of 1998 entrepreneurs who started the company. Doug's company, edocs (a software startup), was acquired by Siebel Systems, and Doug is now director of product marketing for Siebel's customer self-service solutions.

Scott Brodows's company did some acquiring and landed in a new role. Scott led Sabre's purchase of a hotel technology company named SynXis, and is now their COO. He recently hooked up with David Cooper (MBA/JD '97), and writes that "Coop's Castles" are among the 6,500 hotels worldwide that use the SynXis reservation system (see the pervious issue of the magazine for details on Coop's new venture).

Lynn Atkinson Dickman has made some changes. After eight years in investment banking, she left Morgan Stanley in search of a more lifestyle-friendly career. She spent some time traveling (Hong Kong, Bali, and a trek in Bhutan), and catching up with friends and family. While mulling over a possible return to work, she bought a two-unit building in San Francisco, and then added another element to life when daughter Riley Elizabeth Dickman was born in the spring. Lynn keeps in touch with **Ligia Zamora** who was living in San Francisco and working at Peoplesoft, but recently moved to Paris to study at the Sorbonne. Lynn also gives an update on **Halley Porter McIlwain** who just moved to Los Angeles from San

Francisco to take a position with Countrywide Mortgage. She and her husband Bill just bought a new house in Thousand Oaks.

Parker Davis, wife Laura and daughter Sophie also moved recently. The family is now in Baltimore, and Parker has teamed up with a former colleague from Merrill Lynch, Jim Bolduc (Darden '94), and his father J.P., who is the former CEO of W.R. Grace. The group is raising a small, leveraged-buyout fund focused on lower-middle market companies in the Mid-Atlantic and Southeast.

Bill Hodges, after a couple of years tending to son Jack in the Boston area, has moved the family down to Nashville. He's excited about his new job with a leading medical and disease management and care-enhancement company. He'll work with the CEO in developing a balanced scorecard-based strategic performance management system. This is similar to consulting work that Bill has done, but he likes the challenge of being on the inside getting it done. The family coped with heat and humidity this summer, and Bill is looking forward to wintertime golf.

Paul and Michele Minton are still in Connecticut though Paul was transferred to London for seven months last summer for work. He is still with PricewaterhouseCoopers, but is working in Financial Strategy now. He has been back in New York since last September and is enjoying his new group. Michele is still teaching interviewing strategies and other communication skills to consulting firms as a free-lance employee. She plans to put together a syllabus and get a position teaching at a local university. Most of her time is spent with their two children, Andrew, 4 and Fiona, 2. The whole family recently attended the U.Va./Yale Harriman Cup Polo Match in Darien (Yale 10, Virginia 7), where they saw Molly and Kent Carstater also taking in a few chukkers.

And some last words on the reunion: **Andrea Brennan Ayres** and **Marty Speight** are putting together a list of good Charlottesvill baby-sitters for the reunion – so no excuses! **Frank Kenefick** and **Robert Kufnec** are reunion co-chairs, so you'll be hearing from them!

That's all for now – send updates to juliemurray@yahoo.com.

'97

Mark W. Bridgers
405 Forsyth Street
Raleigh, NC 27609-6315
mbridgers@fminet.com

Kimberly L. Cantwell
111 Stanwich Road
Greenwich, CT 06830-4016
kimbado@yahoo.com

As of the writing of this edition's notes, another summer has drawn to a close and found many changes both professional and personal among our classmates. And the slower days of summer

also provided opportunities for classmates to reconnect.

A few have ended their impressive sasquatch status. After seven+ years in New York, **Gibboney Huske** has relocated to the Baltimore area where she is working for Legg Mason funds covering the software industry. She is happy to be closer to her southern roots living below the Mason Dixon line in historic Annapolis where she recently purchased a new home. **Kari Pitkin** left Citigroup after eight years and has joined Merrill Lynch's Real Estate Investment banking division. Although based at a new company, Kari has the same job and still lives in London.

After being with the same law firm since graduation, **David Jones** found himself job hunting when Testa, Hurwitz (Boston) had a meltdown and disbanded earlier this year. Dave suspects that his is the last of our classmates to be a casualty of the bubble (we hope). The good news is he now practices at Proskauer Rose in their relatively new Boston office and looking forward to local ACC games this fall. He already has his football tickets for Virginia at Boston College.

Although he long ago forfeited being a sasquatch, **Simon Constable** recently made an important career change. After seven years post-Darden working in finance, Simon is venturing back into journalism, albeit business journalism this time. Classmates with interesting stories to tell should write or call. We look forward to his uncovering the next big corporate scandal.

According to **Bill Stilley**, several of our classmates continue to pursue the entrepreneurial route. **Brian Acord** is involved with another startup called Informera that puts flat screens in restaurants to provide customer waiting management, advertising, and sales. And Troy Centazzo (MBA/JD '98) launched his first product with his company MBL. The product is a stress management course, which I am sure all Darden grads need. Bill is still based in Charlottesville, where he has been with his Adenosine Therapeutics for more than three years and was recently promoted to COO. He regularly sees **Dargan Coggeshall** and **Tim Gallagher** around town.

Other than higher gas prices, **Dan Newhall** is doing well. He and his wife have two daughters and are living in the Philadelphia suburbs where he has been working at Vanguard for the last four years. Over the summer they hosted **Mark Bridgers** and his family (Catherine and Bryant) for a night at their home while they were on their way to New Hampshire to see **KC Lincoln**. According to Dan, Mark hasn't changed a bit. Dan and his wife are also expecting identical twin boys around Christmas time. Things should prove busy around the Newhall household, with his eldest daughter in kindergarten and his 2-year-old looking forward to being a big sister.

From the DC area, we hear that **Mehdi Fateh** was married to Stephanie Bishop on August 20th. Their wedding was a fabulously interesting mix of Cuban and Persian customs

and tradition, with two officiates and much entertainment. Attendees from the class of '97 included **Tom Lacy** and his wife Jane, **Henry Topping** and his wife Whitney, and **Frank Lyman** and his wife Kyra. Mehdi is presently in India but managed to schedule a closing on a new apartment complex for his firm, Du Pont Fabros, right in the middle of his honeymoon.

Earlier in the summer, **Joseph "Bug" Ney** was happily engaged to Michele Davis, who has been working hard the last two years to become a diehard Redskins fan. The couple is looking forward to a successful season.

On the west coast, **Mark Fell** is still working for CrystalVoice Communications and living in Santa Barbara. He recently had **Ed Berkowitz** and his family down for a Fourth of July getaway. His offer still stands for people visiting the west coast to visit beautiful Santa Barbara.

Recently **Jeff Lax** and his wife Anne Marie rode their bikes with 143 other members of the "Y Xtreme Team" cycling club from Charlotte, NC, to North Myrtle Beach, SC. This was their fourth "MS150 Breakaway to the Beach" ride to raise money for, and awareness of, multiple sclerosis. Anne Marie is one of three team captains who organized the team, which includes members of five YMCA of Greater Charlotte branches. In past years, they dodged Hurricanes Ivan and Isabel and once again this year's weather was hurricane-free but hot, with temperatures hovering in the mid-90s. Their team grows each year with new and seasoned riders, and will raise more than \$90,000 for MS. If you're looking for a worthy cause and a physical challenge, Jeff and Anne Marie invite you to come join them next year!

Arshad Merchant and his wife Zolfa recently hosted **Karen Castellon** at their home in Cranford, RI. Arshad is at a consulting firm in Boston that focuses on non-profits. Karen is currently on a journey to become a certified coach, who works with people who are in transition, need some help in accomplishing a new goal, or are just trying to live their lives more in tune with what is important to them. She found her own personal work with a coach to be so rewarding that she is now doing the same for others and loving it. It seems like Karen may have a fertile client base with her former classmates!

Ron Green is still living in the Tidewater area of Virginia and working for Northrop Grumman. He runs into **Kip Pagach** every now and then and works in the same division as John Jordan (MBA '96). Ron will be speaking at this year's APICS International Conference (organization for supply chain professionals) on the topic of Six Sigma. This is the second year he has been asked to speak there.

Nate Kredich and his family now live in San Diego after relocating from Durham, NC, about a year ago. In 2003, He sold the Durham-based software company that he had helped to start three years earlier. As that venture was winding down, he got involved with a design center business in southern California and Nevada that was run by a good friend. He was starting discussions on selling the company to Home

Depot (HD), so Nate worked with him awhile on the transaction. Ultimately, he thought it was a great fit, and he took a position as the company's COO in late 2003. Their deal with HD closed in January 2004, and they are now a central part of HD's B2B strategy in pursuing the professional builder market. Nate's family is enjoying living in Southern California. His kids Hannah, 7, and Sam, 4, think every day should be spent either at the beach, Sea World, or Legoland (what a life!). As for Nate, he is on his second minivan and reports he doesn't give a damn what people think!

After five years in San Francisco, **Allen Pogorzelski** and his family recently moved out to the "burbs" in Redwood Shores. Although Allen misses urban life, even the ever-present fog, he loves his new commute. Most days, his wife and his 17-month-old son, Alex, now bike to work and daycare and Allen is close enough that he can see his neighborhood from the office. He enjoys spending less time behind the wheel.

David Tayman is working as an associate attorney in the Bankruptcy/Restructuring group at the Washington, DC, law firm of Dickstein Shapiro Morin & Oshinsky LLP. His work life has been divided lately between a standard restructuring/troubled company M&A practice and working for an offshore client to investigate and untangle a complex web of fraudulent transactions. David lives with his wife Alice and their 2-year-old son Tommy in Baltimore and would love to hear from other '97s.

Mark Bridgers hosted his eighth annual crabfest in Charlotte, NC, in August. The festivities were attended by 70 people and included two bushels of steamed blue crabs and two kegs. In attendance from Darden were KC Lincoln, Dan Newhall, **Torrance Houlihan**, and Mary Jo Lampe (MBA '96). A good time was had by all with activities ranging from a 3.1 mile run to an old fashioned hand crank ice cream churning contest. Of special note, Dan Newhall won this contest last year and holds the record for the fastest ice cream churn at 16 minutes and 45 seconds for 1 gallon of ice cream. Good to hear that Dan has a skill to fall back on if he burns out at Vanguard.

Sonia Burda was recently invited to become a voting member of the Academy of Television Arts and Sciences this year. This is the organization that selects the Emmys, so as a voting member, she was sent hundreds of DVDs to nominate shows. In February, she also had first level seats at the Grammys, which was the best live show she has ever seen. Sonia is also officially joining the Board of the Hartley-Merrill Screenwriting Prize in October. Hartley is Ted Hartley, Chairman & CEO of RKO Pictures, and Dina Merrill is the daughter of E.F. Hutton. Still based in L.A., Sonia is loving the Southern California lifestyle.

Jack Benson still works and lives in Washington, DC, where he sees fellow classmates **Amy Squire Buckley** (taking a break from the cushy work life to do some real work as a mother to two beautiful children), **Kevin Schuyler** (still at Nature Conservancy,

class notes ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

working hard to save the last great places on Earth), **Jim Hermens** (working at Blackboard just around the corner from me), Bug Ney, and **Kevin Miller** (building the next great marketing/creative agency in DC). In fact, the rumor mill has it that Mark Burnett has contacted Bug and Kevin as the next face to The Apprentice for Fall 2006 season...right after Trump and Martha! Jack also keeps in touch with **Mike Brett**, who is still with Bear Sterns in NYC (and unfortunately for him, still a Dallas Cowboys fan) and has just moved into a beautiful house in Madison, NJ. Jack and his wife Cecilia have two children. Daughter Ella just turned 3 on Sept 15 and son Owen turned 1 on July 15.

Mark and Jay Caver Reese had their second child on April 21. Her name is Kendall Jordan Reese and she weighed in at 5 lbs., 9 ozs. and 18 inches long. In addition, they started a telecommunications and energy utilities services business last fall and are currently focused on expanding nationally.

Ann Terrell (AT) Masters gave birth to her second child, Matthew Wilson Masters, born August 24. He joins big sister Sarah, who is 2 1/2. AT and the whole family are doing great so far. She plans to stay at home for a while and think about returning to the wine industry sometime next year.

This past spring, **Amy Squire Buckley** and her husband welcomed their second boy into the family. Matthew Squire Buckley was born April 22. He joins his big brother, Tommy, who is 17 months older -- and who is also great with him and loves to make him laugh. Amy is taking time off from her job to be with her little men. Also expanding their family, **Mary Reeves Wimbish** and her husband Brent welcomed a son, Alexander Hartley Ruppel. He was born August 29 and was 6 lbs., 13 ozs. and 20 inches long. According to mom, he is growing, growing, growing!

Clifford M. Yonce was married May 13 to Susan N. Shoaf in Greenwich, CT. Clifford is VP for private wealth management at Goldman Sachs in New York. His bride is a manager of merchandising for BMW in Woodcliff Lake, N.J. Clifford also holds a law degree from U.Va..

Keep sending your news.

'98

William D. Young
308 Booty Lane
Virginia Beach, VA 23451-2038
byoung@tasteunlimited.com

Greetings on a rainy Sunday in October. Yes, you read my address above correctly, I now live on Booty Lane. That's pirate's booty if you had other ideas. We only moved a block from our old house but I've morphed into Bob Vila, putting in laminate floors, painting and working wonders with a chainsaw on the trees outside. Still a work in progress but we're starting to see light at the end of the tunnel and still only a couple blocks from the beach if you want to

visit. We've finally put our kids to work and we will be the proud parents of the cover models on our holiday catalog this year. Yes, there is a way to deduct the cost of 120,000 pictures of your kids and stay well within IRS regulations. You can check it out at www.tasteunlimited.com and you can buy them some shoes if you stay and make a purchase. Lots to report on, especially in the baby-making department (classmates, not my own). Not sure how busy people are at work, but based upon the reports I'm getting, people are definitely getting busy at home. That includes two sets of twins that are on the way this spring. Happy Halloween and here is the latest from the maternity ward.

Jim Spencer has entered minivan land with Elaina Frances, who joins her brother, James, and sister, Eve. With that event Jim realized he has switched from the man-to-man defense to a zone. Good luck. Professionally, Jim has been with UBS in M&A for financial institutions for about three years now and is working hard between changing diapers.

The **Dawkins** clan welcomed Brendan Maher Dawkins on May 13. He joins big brother Patrick (2 1/2 years). Mary Ellen has officially taken on the kids full-time and is recognizing that Honeywell was a piece of cake compared to competing with Brendan and Patrick on a daily basis. Greg made a move to Jefferies & Co.'s Investment Bank as a Senior V.P. in March. The kids see "Uncle Ronnie" (also known as **Rahul Kapur**) a good deal, although Patrick has been known to call him "Macaroni."

Jim Gable also reported a spring baby with Madeleine Julia Gable coming 17 days early on April 4. This makes a matched set with older brother Robert. If you're looking to blame someone for the gas prices, feel free to give Jim a call as he is working with Chevron Technology Ventures, as the VP running the venture capital group.

Jenny Tatum Kaeppler reminisced about our shared honeymoon destination of Kauai after graduation while taking on the more practical chore of taking care of two kids while preparing for a third on the way. Times have certainly changed. "Kevin took a new job as VP with Brookwood Associates in Charlotte, a small investment bank," Jenny reports. "Emma is now 4 and Jarrett is 2. We're starting our plans now for a 10-year anniversary reunion in Kauai (without any kids)."

Between midnight feedings, **Katie Fehskens Nappi** reports that she just had baby #2, Tessa Lynn, on September 12. Healthy but 10 days late, Tessa joins big sister Anna, who is slowly adjusting to having to share mommy and daddy's attention. Katie is taking a five-month leave from her job at P&G, and will return fulltime to the world of the working mom in February.

Final quick announcements are that Baby Soto arrived in early September. **Gerardo** was excited to announce that Massimo Alessandro is 6 lbs., 5.3 oz. and 19 inches.

A few months earlier, **Colleen Bohlman**

welcomed Craig Wallace into the world with big brother Glenn now an old man of 3.

If a baby is a bundle of joy, then **Jason Hart** is soon to be the happiest guy I know. The big news out of Richmond is that three kids just weren't enough, so like any Darden overachiever the Harts are skipping right over four and going to five. Twins on the way. Wow!

Jenny Vinter Welgos is similarly about to be blessed this winter with twins of her own. They'll have to get **Peter Harris** on the phone for tips.

Chris Boggs is expecting a third child in Charlottesville soon and his wife is secretly hoping for a girl to offset the current male dominated household with Charlie, Sammy and even a male dog. His "I feel old" moment came last weekend when he took his older son to watch his high school football team play its homecoming game. About halfway through the game it occurred to him that the kid playing quarterback was born the year he graduated from high school.

On the international front, **Alejandro Contreras** switched companies and countries recently and has left Brazil for El Salvador where he heads up a "special projects" group for a financial services firm. Before making the move, he spent three weeks covering 5,000 miles on a solo trip through the Brazilian outback. When he wasn't driving he trekked, rappelled, and caved his way through the Brazilian flatlands. He completed the statement "I felt old when..." he learned that unreformed bachelors like **Marco Forato** (in London) and **Gerardo Soto** (in NYC) became fathers.

Becky (Wood) Albright has also switched countries and is now outside of Cardiff in Wales after a time in England. She's just started exploring and loves the beautiful beaches, although be prepared to bundle up as it is a bit on the chilly side.

The **Feldmanns** also left England but they made the move to the warmer climes of sunny Florida in late 2004. Their second son, Matthew Patrick, was born on May 27, weighing 8 lbs., 13 oz. and joins Teddy who is now 2. Tom is working with the finance team of a real estate development company, the Bonita Bay Group, building big planned communities – mainly in southwest Florida so far – but laying the groundwork to move into new markets.

In what has to be one of the more surprising moves, **Nestor Blanco** continues his northward migration and has made it to Toronto. His sons Fernando (born in May) and Ricardo, 2, will look good in moon boots learning to curl. I'm thinking if they made a movie about the Jamaican bobsled team, the Venezuelan curling team should be a lock for a Disney blockbuster. Nestor is working for Scotiabank doing internal M&A as the bank has excess equity and wants to go ahead with acquisitions of other banks in Latin America.

While technically domestic, **Brian Murray** is almost in Canada just south of the border in upstate New York. He has joined the business

faculty at Jefferson Community College in Watertown, NY. At just an hour from Syracuse, Brian has dusted off his orange duds from his undergrad years and bought season tickets for football. Go Orange!

Cold weather must be catching. **Julie Petty** is trading in the hurricanes, 100% humidity, and Salsa music of Miami and heading west to Denver. Julie's staying with Western Union and will take on an operations strategy role for the Americas. Hopefully, when I write my next notes, Julie will report on the successful completion of the Chicago Marathon she has been training for.

Kristen Debeer headed to Denver, as well, where her husband Chris took a job with Hyperion Solutions (a financial software company) last January. Their son Jack started soccer and could be the next Freddie Adu if he gets to work.

Back in Virginia, **Jonathan Gilliland** is expecting a second baby this winter and was very happy to report that their family pecan orchards in Louisiana weathered Katrina unscathed. Jonathan is a financial advisor for Scott & Stringfellow in Charlottesville and keeps in touch with **Jim Kingdon** (MBA/JD '98) and **Mike Benzian** who made the move from San Francisco not too long ago.

Two hours north, **Kim Robertson** has met the man of her dreams and continues to work for Capital One between training for triathlons. She's just bought a house in Clarendon.

Troy Centazzo is in DC as well and will beat Kim down the aisle when he gets married in Jamaica this November. In a small world moment, I surprised my sister in DC for her birthday and wound up sharing the evening at a Ben Harper concert with Troy and his fiancée. For what it's worth, if you ever have a chance to see Ben Harper, just go. You won't regret it.

Marci Jenckes is still in the neighborhood where he continues with AOL. He was instrumental in the launch of aol.com, their entry into the free portal world, this summer, and is eagerly awaiting the arrival of baby #3.

Back down Interstate 95, **Bill Stone** remains in Richmond but has left Car Max and just purchased an equipment rental business west of Williamsburg. You can check it out at www.emergencyrentalsupply.com.

Mitchell Redd has given up on the Lifetime Achievement award as he has joined FTN Midwest Securities after spending the last 6-plus years with Morgan Keegan. Still in Memphis with two girls, Josephine, 4, and Katherine, 2. They were hoping to connect with **Sam Jones** on a trip to Charleston and have been consumed with kids, moving, and switching jobs this year.

Marty Bates was also out of the running as of Oct. 1 when he started a job in corporate development with Alcoa after a long stint with McKinsey. He hopes to plan plenty of "working" trips to Pittsburgh on Sundays in the fall to root on the Steelers and of course

strategize for Alcoa.

Dan Martin never disappoints with the west coast report. Since the last newsflash, they sold HomeGain to a newspaper group and he transitioned from consumer marketing to new product development, and he's working on a suite of consumer products to launch next year. Dan also became an author in his spare time, writing *Atomic Wedgies*, *Wet Willies*, & *Other Acts of Roguery* which is "destined to be bathroom reading material for generations" according to one Amazon review. He has also fit in some travel with a nearby camping trip with **Kara Kelly** and her husband Rahsaan in early September complete with Kara's kids Hayden, 7 months, and Keiley, 3 years. Dan cooked s'mores, hiked through the redwood forests, and made loud animal noises in his "outdoor" voice. On a more distant trip, Dan decided to visit the most remote place in the world. As a proxy for "remoteness," he decided to use the international calling rates to find the most expensive country to call in the world. The country Niue tied for Antarctica at \$7/min. on his calling card. He had never heard of Niue, but when he looked it up online and saw that it had spectacular cave diving, he knew he had to go. It's the smallest democracy in the world with about 14 people running the government on an island of about 1,500 people. Getting there was a real challenge as there is only one flight per week. Once he arrived, however, the visibility underwater was incredible. He and his wife Lisa saw whales, hammerheads, gigantic morays, sea snakes (tons!), and every fish you could imagine. It's a tropical paradise if you can stand 30 hours in a plane with four connections. Domestically, Dan has stayed in touch with **Gustavo** (no longer "Gus" according to Dan) **Aray** who remains with Intel doing intellectual property work.

A couple additions from our TEP brethren came in as well. Marlene and **Robert Vogel** are back living in Sydney Australia after traveling for a while. They have started a new company, Vogel's Strategic Research and Insights, and keep a photo of Darden in the office to remind them of Charlottesville. **Marco Strimer** wrote from Switzerland just after his 20th wedding anniversary. A little perspective with a 15- and 18-year-old looking at trying to earn their own living. Marco was with the SIS, the Swiss Securities Depository, until the beginning of this year when he was appointed head of Swiss Clearing Corporation.

That's the news for now. We're jointly preparing for Halloween costumes for the kids and the Christmas season for our stores. If your travels take you close to Virginia Beach, be sure to look us up. Until next time.

'99

Robert C. Loria
PO Box 3006
West McLean, VA 22103-3006
bobthechief@yahoo.com

It never ceases to amaze me what our classmates are doing. Sure, we have our entrepreneurs, bankers, and consultants in our class. But have you heard about Rod Thomas's singing career? He is amazing! I've heard him on the radio a few times and let me tell you, he has a beautiful voice! It is great music! What's that?...No, you're kidding.... Really? Huh. Well...so I guess it's actually Rob Thomas who is the singer. Anyway, Rod, use this as an inducement to send me some news!

In response to my (second) plea for news, I received some great updates – thank you! I appreciate the response! But please keep them coming. Don't wait until when you think that the next article is due – just send me updates whenever things occur.

Jill and Jeff Dixon sent me some wonderful news from their home in Washington State. Jeff is still with Amazon in product management, while Jill has dedicated herself the last four years to their children (they are expecting their third child in January). On many occasions (but not as often as they'd like) Jeff and Jill get to see **Brandt Vaughan** and **Roy Simperman**. Jill also said that she has seen some information about a jewelry company that **Silvia Ethel** has started. Silvia's work is hand-made using Brazilian gemstones and Jill describes them as gorgeous! Finally, **Carlos Ruiz** and his wife Maria de los Angeles were most gracious hosts to Jill and Jeff during an 11-day trip to Chile. Carlos (who is now with Bechtel) and his wife treated Jill and Jeff to a great number of sites in Chile, with perhaps the most breathtaking being the Lakes Region of Chile.

From the mountains and lakes of Chile, to the mountains and lakes of the Ukraine. (I just typed that. I'm sure that Ukraine has lakes, but I'm not sure how mountainous it is.) Okay, so **Mary Ellen Hickman** left Coors (and the mountains of Golden, CO) to take on a volunteer assignment with the MBA Enterprise Corps in Kharkov, Ukraine. In her role, she's been helping businesses improve their sales and marketing and their export business. Although the challenges that she's facing are sometimes frustrating, Mary Ellen says that it's very fun and always interesting. Additionally, her Russian has improved greatly and she's had the good fortune to travel to numerous places, including Israel, Austria, and Morocco. By the time this column is published, she will have finished her assignment and should be back in the US. Welcome home, Mary Ellen!

I don't think that he speaks any Russian (although I have heard him use a few French words from time-to-time), but **Mike Trenham** can certainly write a good update. Mike is one of the fortunate ones in our class to find the right firm right out of



FACES OF THE DARDEN SOCIETY



Jen McEnery (MBA '00)

Member since 2000

Jen McEnery (MBA '00) learned she could play a leading role in shaping the future of Darden. During her two years on grounds it was clear her ideas mattered, that her views carried the same importance as those of anyone else.

As president of the Darden Student Association during her second year, McEnery worked on the curriculum committee. She found herself in a position to challenge the once-mandatory Darden business project.

"We made it no longer mandatory after that year," she says today from her office at Capital One in Richmond. "I feel, as a student, I was able to shape and have an impact on the future of the school. That was extremely rewarding."

Today McEnery heads Capital One's operations for the small business credit card division.

She joined the Darden Society soon after graduation and remains active in various volunteer roles, including the Alumni Board. McEnery has also served as her class secretary and web master. And she's actively involved in the Darden Richmond chapter.

"I believe in the mission of Darden," she says. "I believe

in giving back. That's a big part of how I was raised. And I am blessed enough to be able to contribute and have a company that matches dollar for dollar. So I max out that benefit."

Education, she says, "in many ways unlocks a lot of potential in folks regardless of their background and that's what I feel Darden did for me."

McEnery still makes frequent trips to Darden, both to socialize and as a member of the Capital One team that recruits at the school.

As chair of her class reunion in 2005, McEnery helped ensure a record-setting attendance. Then, in September, she returned for Darden's 50th Anniversary Kickoff Weekend. Joining in the procession and convocation in Flagler Court, McEnery says the experience reaffirmed her commitment to shaping future leaders while recognizing the impact Darden can have on society.

"The money I give, the more it can support the programs and scholarships, the better," she says. "I was given a scholarship for my second year and that made me all the more committed."

Wendy has found it a great place to live. It's a fun crowd and Wendy is enjoying getting to know the area and its people.

Now continuing westward...**Dean Krehmeyer** was in Hawaii in August for the Society for Business Ethics Annual Meeting. While lounging by the pool early the first morning, Dean spotted an article in the *Honolulu Star Bulletin* newspaper on **Dustin Shindo**. Turns out that Dustin has founded another company (you may recall a few years ago that he started the successful Activitymax). Dustin's current business is Hoku Scientific, Inc. and they develop fuel cell technology. Keep up the great work, Dustin!

In the spirit of Sarbanes-Oxley and full disclosure, I want to say upfront that I am not making this up. Some of you – yes, more than one person – have asked me to share some news about myself. So, even though I "hate" talking about myself, since you asked, here

goes. The first thing that I'll say is WAKA. That's right, WAKA. For you neophytes and ingénues, that is the acronym for World Adult Kickball Association. Yep, I'm playing kickball. In case you're not up with the latest, adult kickball is huge in several cities in the US – DC, New York, Chicago, etc. It's also played extensively in Belgium. Side note: "And we're really big in Belgium." That's a wonderful line from one of my favorite movies. For the first person who can correctly tell me what movie that line comes from, I will travel to your city and buy you dinner. No kidding. Back to the news...I haven't played kickball since 5th grade when I ruled the field at the Mary Lee Burbank School. And I tell you, playing on this adult league is one of the best things that I've ever done! We play every Sunday on the Mall in DC and it's a great way to spend an afternoon. I'm lucky to be on a team with a great bunch of folks and we've gotten together a lot outside the kickball

field for camping, bar hopping, Washington Capitals games, etc. If you're looking for something that is simply fun, check it out at worldkickball.com. On the non-kickball playing side of my life, things are great at EMC. I now have more than four years with the company and it's been a fast, fantastic ride. Recently I was promoted to Client Solutions Manager. What that means is that the Sales Manager and I run our district. We have P&L responsibility for accounts such as the Federal Reserve, HHS, Patent and Trademark Office, etc. I have 12 Sales Engineers that work for me. It's an incredible challenge and I'm loving it! I may have said it before, but I'll say it again: the thing that makes EMC so special is the people. I really do love the place. It's very much like what I experienced in the Marine Corps and at Darden. In the VA/DC social scene, I'm finally getting out more and have been able to spend a little time with **Priya Bandisode**, **Judy Hafner**,

class notes

Julio Cassels, Katie Wethman, Step Armah, Chris Harvey, Jim South, and Jim Cecil. There are a ton of us in Northern Virginia and I look forward to catching up with more folks in the area. The other month I traveled to Las Vegas for **Nick Walzer's** bachelor party. Needless to say as with anything related to Nick, it was an awesome time. During our time out in Vegas, we Dardenites adopted monikers. So in addition to calling me "Chief" you can now also call me "Ponyboy." There were also **Sam "Sacagawea" Eidson, Hector "Non-Euclidean Geometry" Arcaya, Damon "Marbury vs. Madison" Woo, Seth "Hookshot" Webber, Rob "Mr. Detroit" Steinberger,** and Nick "Hopscotch" Walzer. The dealers at the tables thought we were a bit odd (especially when we kept calling Hector Non-Euclidean), but we thought it was funny.

All right, folks. I gotta run. I'm flying out to Argentina tonight and I have to get ready. Thanks again for the updates and please keep them coming!

Chief/Ponyboy

'00

Ms. Laura A. Lanigan
3438 Glen Carlyn Drive
Falls Church, VA 22041-3370
lauraalanigan@yahoo.com

First off, many thanks to **Jen McEnery** for the past five years as our class secretary and Alumni Board member. She continues to serve on the board and I have the daunting task of filling her shoes as class secretary – so please be in touch, let me know what is going on, who you've seen – and send pictures! Seeing so many people at reunion in April was wonderful. With just about 50% of the class in attendance, ours was the largest Five-Year Reunion ever! A truly impressive number of people flew in from abroad for the occasion.

Big thanks to **Scott Balwinski, Linsley Craig, Gavin Daniels, Kerry Davenport, Michelle (Franklin) & Chris Duffus, Drew Freides, Greg Gartland, Deana Herrick, Brandon Krueger, Serena Matsunaga, Jen McEnery, Dorothy (Woster) Sosnowski, Reid Townsend, Jessica (Drolet) Wadlow and Christian Walkenhorst** for organizing, rallying the troops to attend, and of course for taking on the most difficult task of asking for contributions. Thanks very much as well to everyone who contributed.

Reassuringly, everyone seemed very much the same. One unnamed but incredulous professor was overheard saying, "Drew Freides STILL has not lost his tan!" Similarly, Stephen Stalker still looks uncannily like Bob Harris. The main reminder that five years have passed were all of the new babies. Speaking of which, we've got several happy new parents among us!

George Uy-Tioco proudly announces the arrival of his daughter, Alexandra Sofia, on February 23. Alexandra weighed 6 lbs. 1 oz. and measured 18 inches. Baby and mother are both

fine.

James Grimes introduces a new addition to the Grimes family. Quinn Emil Grimes was born on May 10. Lane, Callie, and Cameron are very excited to have a new little brother and are doting siblings. Mom and dad are excited, too.

Luis Franco sends greetings from Atlanta and introduces the newest member of the Franco household, Gabrielle Grace, who turned 1 on July 20. Luis wanted to make sure to "introduce her to our Darden friends and family to whom we weren't able to introduce her in person at the reunion."

Fernanda Pasquarelli writes with lots of news. After working at Merrill Lynch in New York on September 11, she decided it was about time to return to Brazil. "Four years in the US gave me many, many good experiences, great friends, and lots of stories to tell to my grandchildren." In 2003, Fernanda switched from Debt Capital Markets at Merrill to Private Banking at UBS. After three years as UBS's project manager, responsible for the implementation of a private banking business in Brazil, she has recently become an officer in UBS private banking, getting to know the secrets of an effective salesperson. Not easy! Most importantly, though, Fernanda announces the birth of her first daughter Laura, in December 2004. Fernanda was sorry that they couldn't travel to the reunion, but assures us that she is already saving for Laura's tuition at U.Va. and Darden!

Jeff Bocan is still with venture capital firm Beringea doing media deals, but has moved from the London offices to Detroit ("gulp!"). He will move out to Los Angeles to open a new office in early 2006, so if you are visiting LA, look him up! He now has two boys (2 years and 6 months).

Jodie & **Hal Lawton** are expecting an addition to the family in mid-January. Hal writes that both he and Jodie are doing well and that their son Harrison is 16 months old and is getting very big. On the job front, Hal recently left McKinsey after five years to join Home Depot's strategic business development group and is very much enjoying the change. Hal and Jodie regretted being out of the country during reunion, but do hang out a good bit with Laura and **Robert Owen**, who are both doing great.

This June, **Jen (Lathrop) Dardis** married Dave Dardis in Baltimore. **Tamer Alamuddin** and Patricia Ward attended, as did **Susan Camp**. From what I understand, it was a beautiful wedding and a great time. Jen and Dave continue to live in Baltimore.

Shirley Murphy has had quite a full year. It began with a job change and move from finance at Shaw's Supermarkets in MA to Lowe's in NC, where she has recently been promoted to manager of business planning. This spring she bought a horse and a house on Lake Norman, complete with boat slip! She is currently on the market for a boat to fill it. Shirley was also just asked to coach the University of North Carolina Equestrian Team.

Let's see how long it takes to find her back on the competitive circuit herself!

This fall we find The Darden Three – **Brandon Krueger, Scott Balwinski, and Alan Reyes** – gone from AOL, and newly ensconced at K12, Inc. in McLean, VA. We can only wonder if it is better to separate them and let them mix with the masses, or to isolate the trio. The answer to that question has, at least temporarily, been answered by Uncle Sam. Recently promoted to Commander, Alan has been called up by the Navy Reserve to serve as Chief of Staff to the group of 1,000 Naval reservists who will run logistics, customs, and port operations activities in Kuwait and Iraq for the Army. Alan's group is in the Norfolk/Williamsburg area for initial outfitting and training before they were expected to travel to Kuwait in late September. They expect to remain there at least through spring. Alan says he's grateful that both he and Jocelyn have a lot of family, including their moms, near their home in northern Virginia, which should help make the time a bit easier for the girls. Alan says he will make sure his Darden email account will reach him over there, so please stay in touch via reyesa00@alum.darden.edu or "snail mail:" Commander Alan Reyes, US Navy; NAVELSF FORWARD HQ; APO AE 09366.

In March, after three years working for Endesa Chile, **Manuel Irrazaval** shifted gears and took a job as CFO of Viña Santa Rita – one of the largest winemakers in Chile – "We own Viña Carmen and Sur Andino vineyards as well – just so you all know what to look for at your local wine shop!" Manuel says. "It's been very exciting but a huge change. One of my responsibilities is the management of a restaurant and hotel located at the vineyard, so I'll be happy to receive any adventurous Dardenites down here!" It sounds like maybe we should consider a Six-Year Reunion in Chile!

In August, Kristin and **Chris Linthwaite** moved from New York to Bethesda, MD with Preston and Avery, who are 5 and 3, respectively. Chris works in Rockville, MD, with Invitrogen Corporation. Kristin and Chris would love to get back in touch with folks in the Greater DC area, especially those looking for play dates for the kids.

Hysham Abdelnour writes from Singapore that after years in cold Hartford, CT, he's trying out one of UTC's more exotic locales. It sounds like he made the right choice!! He is enjoying work – replete with secretary (to schedule meetings) and staff (to attend meetings). He has moved – although not yet unpacked – into a permanent place which is, and I quote, "a freakin' resort," with a pool, private waterfall, tropical vegetation, squash and tennis courts, and even a café. Don't worry, he's not gloating – this is enticement for visitors!

The Darden 50th Anniversary Kickoff Weekend was a lot of fun. **Gregory Ball, Jose Zertuche, Jen McEnery,** and I walked in the convocation procession and met up with Greg Gartland for drinks at the subsequent reception. The whole experience was a great



Krishnan (MBA '01) and Bharti Srinivasan



Villi Ilchev and Jen Faenza (MBA '01)

reminder that Darden alums from all classes are fantastic and helpful.

Again, it is great to hear from so many of you. Please continue to send news and photos!

'01 Reunion

Ms. Katrina L. Jones
708 Evergreen Avenue
Charlottesville, VA 22902-4306
jones_trina@yahoo.com

Please make plans now to return to Charlottesville April 21-22, 2006 for lots of festivities to celebrate our five-year Darden reunion. In preparation, I thought it would be fun to take a walk down memory lane as we catch up with what everyone has been up to since our last update.

One year out of Darden we had big plans for our careers...and what a mark we are continuing to make in our jobs!

Pablo Manriquez is now CEO of Sportmall, a generic mall in Chile with only sports-related stores and services. He reports that he, Denise, and Vicente are doing really well and loving life in Santiago.

Brandon and Jennifer (Spillane) Hayes are still enjoying life in Atlanta. Brandon joined DS Waters as director of merger consolidation late last year and is enjoying that role and a bit of travel, but not more than Bain. Jen is

still at Bain working part-time – battling clients three days a week and the couple's 18-month-old daughter, Madison, the other four days. Madison has her dad wrapped around her finger and her mom facing the facts: "She's stubborn and willful...but I guess the apple doesn't fall far from the tree. I've come to the realization that going to work is worlds easier!"

The Hayes occasionally see **Thes (Diamond) Spivey** and **Jon Spivey** (MBA '99), who are both busy at Coke and raising their son, Luke. Although they don't see as many '01 alums as they would like, Jen does spend plenty of time with Darden alums, as the management team in Bain's Atlanta office is over 20% Darden grads!

Alexander Fraser has returned to San Francisco and is working with GI Partners, the private equity firm where he previously worked. Upon returning to the world of commuters, he reports, "God bless Sirius radio and my ability to access Red Sox and Patriots broadcasts from the west coast." Since returning to town, he has seen **Doug Marple**, **Josh Moss** (who came to town for a party for Doug), Jen and Villi, **Joaquin Rodriguez Torres** and **Connie**, **Kelly** and **Billy Wright** (while on vacation in Colorado), **Caty** and **Mark Garside** (who were visiting wine country), and a few others.

Stan Manoukian reports that he continues the life of a gypsy, to say the least. After living in North Carolina and New Jersey after graduation, he and his family have finally returned to their roots: Los Angeles. Stan works for Dalton Investments, hedge funds specializing in distressed securities. The family is very happy about the job and the move.

Staci (Singlak) Wagenbach is now product manager for Advil Cold & Sinus with Wyeth in New Jersey. Paul is still working with Deloitte in the city, and the couple had a busy summer traveling.

Kristen (MBA '98) and **Chris DeBeer**, along with their two children Jack (4) and Ellie (3), recently moved to Highlands Ranch, CO. Chris left the entrepreneurial life behind to be closer to Kristen's family in Colorado and his in Iowa. Chris took a position as a consultant with Hyperion Solutions Corp. and spent his first 12 weeks working as a consultant in Las Vegas, NV. (What happens in Vegas, stays in Vegas.) He was promoted to manager of consulting services for the Rocky Mountain West and works in downtown Denver.

Jim and Elizabeth (Wells) Shumadine are enjoying new jobs and a new home in Norfolk, VA. Jim is busy acquiring companies for Trader Online, and Elizabeth works in commercial portfolio management for SunTrust. After work, they are renovating the second home in two years of marriage and preparing to launch their HGTV show, "The Goal (of Home Renovation)." Jim hosted an '01 Darden golf tournament in Norfolk in August.

Two years out we were planning great travels for work and pleasure, and we're still busy traveling and living around the world now.

So it is with **Marvin Dyke**, who has relocated to the UK, where he is still with

Thermo Electron in his role as a business unit finance director and living near Manchester in a town called Knutsford. He got engaged on May 13 to Rebecca M. Eury, a 7th grade science teacher at a private school in Houston and reported, "I actually enjoyed ring shopping! Look for my new book, *Ring shopping made easy: the surefire way of getting to Yes!* The wedding is set for April 1, 2006.

He also reported that his Darden roommate **Jen Faenza** (fondly known as Mrs. Bo) tied the knot with her long-time romance, Velislav "Villi" Ilchev (MBA '03, aka "the Bulgarian Bomb") in July in Marvin's home country, Jamaica. To avoid paparazzi and the risk of appearing in Star magazine, Jen kept the ceremony private and only invited the family. The Huntington crew of Marvin and Greg understood and sent blessings nonetheless. Prior to the wedding, Jen and Villi attempted to set personal records in the 2005 Boston Marathon. However, with Mrs. Bo's fast-paced job at eBay and The Bomb's dose of reality working as a banker for Merrill Lynch, their training was scant and they fell just short.

Greg Turk, the third roommate in their Huntington Trio, also had a busy summer – but for entirely different reasons. Greg and Tracy were busy with the third addition (a boy) to the Turk franchise, Lleyton Turk, who was born in March, as well as his two brothers, Will and Graham. The family spent a lot of time at the water park this summer, but their real sport is destined to be basketball. As Marvin put it, "only two more to go to complete the basketball team."

Jonathan Amacker is (still) in London working at Deutsche Bank, covering global Emerging Markets and putting those BPE skills to good use. When he isn't traveling for work – and admiring belly dancers, drinking vodka, doing the tango, or trying to stem the next Asian currency crisis – he spends his waking hours on a trading floor, in the pub, or introducing himself to the fine, upstanding ladies of London. In other words, he is still single. And wondering, "how the hell a Republican farm boy from Mississippi ended up trading Brazilian bonds for a German bank. But it pays the bills for now."

Krishnan Srinivasan is living and working in Delhi, India. In March 2005, he married Bharti in a very traditional wedding that was well attended by families and friends on both sides, including some guests from Kazakhstan, Bulgaria, and the Dominican Republic. Ed Davis's logistics class came in handy for getting everyone together from various parts of the country and the world. The couple is working at different divisions in the same company and is fortunate enough to go to work together and just bought their first new car.

Three years out we were planning the next best step for our ever-growing families, and our families are continuing to grow and change. Cases in point:

Goncalo Salgado is now working for Repsol, a Spanish oil company, in his native Portugal. And what a ride it has been to get there. After Darden, he worked in marketing

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for a wireless telecom start-up in Portugal for a year and a half until they decided to shut down the company. Then he started his own company and worked there for a year until he got an offer from Shell. He went to Shell and 10 months later the company in Portugal was sold to Repsol, where he now works. In the meantime, he and his wife are on their way to their third child and report, "Life is great!"

In April, Lee and **Allison (Sewell) Bridges** moved back to their hometown of Leesburg, Florida where Lee is working in a practice. They are busy watching their little boy Cade grow up, and said, "Come see us when you need a visit to the Sunshine State!"

Scott Walsh and his wife Sasha welcomed Leo Christopher Walsh into the world on Sept. 21. The handsome fella was 21 inches tall, weighed 8 lbs, 14 oz., has light brown hair, blue eyes, long fingers, and big feet. Mom and baby were doing really well and the new proud grandparents were there in the earliest days.

Tim and **Christine Butcher Wilson** welcomed their second son, Oliver James to the family on April 27. Oliver weighed the same as his big brother Michael did – 8 lbs., 6 oz. Christine is still at Bain and enjoying that fabulous Canadian maternity leave and her house full of boys. She reports that life is great in Toronto, and she is hoping to see everyone at the reunion.



Liz (Birch) Weatherly (MBA '02) at the Danskin Triathlon

Mike Ashford and **Wendy Bolger** were ecstatic to share the news of the arrival of William Ernest Ashford, born at 2:52 am on July 11. William “the Conqueror” was not slowed down by two lengths of umbilical cord wrapped around his neck, and made it into the world unaffected, about 2 1/2 hours after they checked in to the hospital. He weighed in at 7 lbs, 10 oz., with a full head of brown hair. So far, big brother George is handling the addition with his usual mix of graciousness and enthusiasm.

Carrie and **Grant Brown** were thrilled to announce the arrival of their first child, Gwendolyn Leigh, born July 23. The couple is grateful for her ability to sleep like a champ, but would appreciate her spending a bit more awake time enjoying life instead of crying her way through the hours! **David Zug** and his wife Meghan visited the happy family in August.

Matthew and **Jennifer (Murphy) Feeley** joyfully announced the birth of their son, Brian Jack. He was born Sept. 6, and weighed 9 lbs., 5 oz.

In an effort to increase the number of free thinking beings upon the planet who simply adore **Joseph Spampinato**, Joseph successfully convinced his wife Claire to birth their second child, Elise Magnolia on June 27. Claire, Lucian, and Joseph are overjoyed at the arrival of Elise, Maggie, or Babe – Lucian's chosen name. She is bright eyed and now at three months smiling fondly at her family. While Joseph is sure she does adore him, the ranks for this group haven't grown and now stand at two, Elise and Joseph. Lucian, now four, can freely and often does tell Joseph just how much he hates that his daddy is sending him to his room without the customary evening chocolate milk nightcap. Elise's arrival is noteworthy as she is the first female child to be born to Joseph's extended family in over 40 years. While forecasts called for another male child – 40 years of hearty Sicilian Roman Catholic procreation had not borne a single double X pair – Joseph and Claire resorted to science, Darden-learned quant skills, and a bit of paganistic chicanery to produce a princess for multitudes of grandparents, uncles and cousins to adore. As if raising another child isn't challenge enough, Joseph was recently promoted to a position on a new HIV brand. He reports the work is rewarding. Claire reports Joseph's travel to be a bit too frequent. All are welcome when in Chapel Hill, NC, and can join Joseph "in the dog house" when visiting.

Peggy (Donnelly) Roberts was married in September 2004 in Cleveland, Ohio to Justin Roberts. Peggy and Justin had the joy of welcoming a beautiful baby girl, Molly, to their lives in May 2005. Peggy is back at work now at The Riverside Company, a private equity firm based out of Cleveland and New York. She had the pleasure of getting a couple visits from **Jason Janning** this year as he bravely worked on a project during the dead of winter in Cleveland, and **Leslie (Glatz) Hudson** honored her with a visit for her baby shower. When she wrote in, Peggy was looking forward to visiting

with a gaggle of Darden women in a few weeks in Austin, Texas, and wanted to spread the word, "please drop a line if you are coming through Cleveland!"

Carrie and **Charles Rosenblatt** also welcomed a new addition to their family. Max Robert Rosenblatt was born July 3, at 6 lbs., 4 oz. and 20 inches long. In addition to being a proud new dad, Charles maintained his wry commentary on life: “Saw **Dave Shrank**, CEO of PupCups, in NYC recently and seeing the baby freaked him out. Seeing a start-up business from an apartment freaked me out.”

Michelle Leick married Fred W. Krahmer on Sept. 17 in their home town of Fairmont, MN. The ceremony was performed by one of the couple's friends and guests danced the night away in a tent under the stars. Michelle continues to do business strategy work for Walt Disney World from her home.

Diego Mahecha, Ren Yuthok, Steve Yeh, and **Mahboob Hossain** met in Lake Tahoe this summer for **Eric Anderson's** wedding to Megan Schofield. Despite the Vegas betting line, the future Mrs. Anderson did show up and a good time was had by all. The Andersons are temporarily settled in San Francisco while Megan applies to b-school. Eric is putting on the Darden full-court press, but with little success. All the same, he is looking forward to being a b-school partner next year.

A few months later, Diego Mahecha married Jeanmarie Morris on October 2 in Rhode Island. The happy couple report they were looking forward to seeing several classmates, including **Miguel** and **Thelma**, who attended from Mexico. More details and funny (hopefully embarrassing) stories to come in the next issue, I promise.

Four years out, we thought, "There's a lot more to life than work..." and lucky for all of us there's lots of fun to be had outside of work.

Ann Nicholson took in the world's greatest rock band in the America's greatest city to live in, at the Rolling Stones' Oct. 6 concert in Charlottesville. Ann recently started a new job at Corning, Inc. as a Business Development Manager leading an early stage innovation project. She was looking forward to applying her Darden knowledge and skills for a potential new business and market for Corning! The kids are great – Quinn remains a loyal U.Va. and Steelers football fan and has started kindergarten. He recently told Ann that if he were around after a hurricane and somebody needed to go to the hospital but couldn't, he would give his allowance so that they could get in the hospital. Meanwhile, he can't remember to pay for his lunch at school. Ana Jo has three "knock-knock" jokes, but only one punch line and tries so hard to be like her big brother. Ann came with some Corning folks to a Darden workshop with the company's manufacturing management, but reported, "I still didn't win that damn Lego-building game!"

Suneel Garg hasn't missed his USC Trojans in their three national football championships, and has talked Ren Yuthok into playing for the

league championship with his LA softball team. He lives next to **Porter White**, who is still consulting for IBM, and has been in touch with **Tim Anderson**, who is with Yahoo in the Bay area, **Chris Gray**, who is selling up a storm and enjoying life with his wife and daughter in Richmond, and **Mike Stashak**, who is working with McKinsey in Atlanta. Suneel was planning a trip to India in November that included seeing Section D-mate **Vikram Mehta**.

Suneel's learning teammate **Coleen Sullivan Curry** and her husband Joe Curry (MBA '00) had a great trip to Puerto Rico this summer with their daughter Caroline, who was born in March 2005. Coleen has been in touch with **Greer McPhaden** and **Kristin Peterson**, who are both continuing to love NYC, and **Sherlonda Goode-Jones**, who is in DC as a consultant with PWC.

David and Meg Lauck are still hanging out in Charlotte – doing the same thing – and enjoying the other Darden people who are there, including Maggie and **Kevin Tapp**.

Molly Hill is enjoying all that life in the Rockies has to offer. She is living in Denver and is now at Exclusive Resorts as the Senior Director, Financial and Strategic Planning.

Trina Jones (yours truly) is still madly in love with Charlottesville and loving visits from alums in town for recruiting. The business, Off Campus Partners, now operates university off-campus housing sites for ten universities on the East Coast, which keeps her busy enough to stay out of trouble.

Rachel (Korkowski) Brozenske and her husband, Greg, celebrated their first year as Albemarle County homeowners. They look forward to seeing everyone at the reunion and sharing the new (and rediscovered) pleasures of Charlottesville.

And now, almost five years out it's time to start planning to come back to Charlottesville for our reunion April 21-22, 2006. There will be lots more information coming your way in the weeks and months to come, but here's the quick 411. You can come for some or all of the events – the key thing is to come! There is a fun time to be had by alums, spouses/significant others and kids.

Here are some quick highlights of the schedule: Friday night starts things off with a class dinner and post-dinner outing (perhaps the Corner or Downtown Mall?). Saturday features a big barbeque with a field day for the kids, tons of side events (vineyard-hopping, golf), and a gala dinner at Darden. Sunday finishes things with a bon voyage brunch. I'm also trying to talk Suneel into rallying some troops to arrive early to attend TNDC...so let him know if you're in.

You will be receiving information about registration, hotel accommodations, etc. in the coming months, and the reunion website will be up soon. If you have ideas for the weekend or would like to help, please contact the reunion co-chairs Rachel (Korkowski) Brozenske, KorkowskiR01@alum.darden.edu or Allison Linney, LinneyA01@alum.darden.edu.

Until then, please plan to come and get in touch with your friends from Section, Learning Team, IM Basketball, etc. to make sure they make plans to come, too. This is truly an occasion of the more, the merrier – the more people who come, the more fun it will be for all of us. Here's to the Class of 2001 in C'ville next April. I can't wait to see you there!

'02

Philip M. Pidot
Apartment 71
25 Broad Street
New York, NY 10004-2520
pidotp02@alum.darden.edu

Kirsti A. Wells
3343 Peachtree Road NE
1445 East Tower
Atlanta, GA 30326-1015
kwells@gstrategies.com

Dedra Cantrell married Marshall Berg on May 29. Darden grads in attendance included **Rod Hicks**, **Stuart Greif**, **Theo Tsai** & Carrie Wishon, **Jen Stagner** & husband Mark Mancini, **Emily Liu**, **Jay Smith** and wife Heather, **Thomas Meth**, **Azi Gera**, **Lee Fiedler**, and **Neema Shah**. The couple honeymooned in Spain and France and now live in the Los Angeles area.

Gwen Varady (Fairweather) married Eric Varady on June 11 in a small ceremony in Plattsburgh, NY with a few former classmates in attendance – **Erin (Kennedy) Bohacek**, **Christina (Kollay) Emery**, **Julie (Defalco) Rowe**, and **Chris Ling**. Gwen reports the entire day was perfect and wants to do it all over again, only this time have someone else foot the bill. The couple has spent the summer working, barbecuing, tackling never-ending house projects, and preparing for a second honeymoon in Wyoming, before attending Gwen's brother's wedding in Jackson, WY.

Barbara and Miguel Lancastre have a new daughter, Mariana, born July 6. Mariana is doing great, as is her loving, 2 1/2-year-old brother Francisco.

Roxanna Sarmiento Missong welcomed son Sebastian Alfred Missong on February 19 at 6:55 a.m. Sebastian weighed 7 lbs. 12 oz.

On June 4, **Lisa Bobb-Semple** had a daughter, Brianne Nicole. Although she came a month early and weighed 4 lbs. 12 oz., she was a healthy little girl and was able to go home with her parents when they left the hospital. He mother reports Brianne is a wonderful little girl with a happy disposition. After a long maternity leave, Lisa is back at work and has adjusted well to motherhood.

Marlo Reveley writes of a Labor Day reunion in Washington, DC with **Carlos Chamon** (and fiancée), **Sal Galindo** (and girlfriend), and **Rick Zeoli** (with wife Lori and daughter Autumn). **Jon Mohler** was missed terribly but was said to be living it up at the beach with his family. Marlo has taken a new



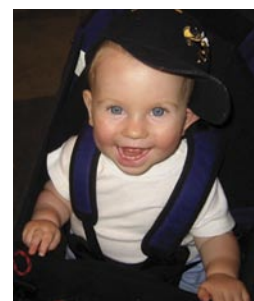
Barbara and Miguel Lancastre's son and daughter Francisco and Mariana



Sebastian Alfred Missong

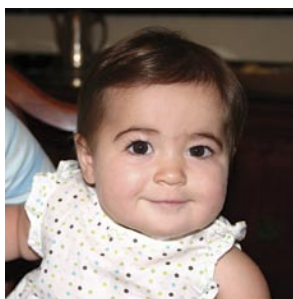


Lisa Bobb-Semple's daughter Brianne Nicole



Patrick and Betsy Guzik's son Ryan

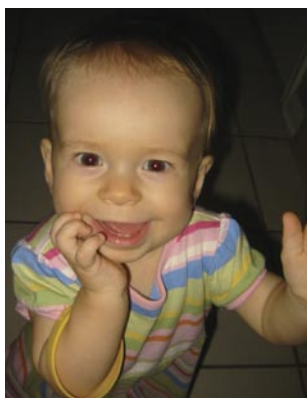
Can't wait for Darden Magazine? Visit the school anytime at www.darden.virginia.edu for all the latest news



Erin Bohacek's daughter Sara



Kelly and Chris Eldridge's patriotic son Jackson



Caroline Gibson Shoaf



Mason Carter

position as director of strategic and corporate planning at World Access.

Patrick Guzik and wife Betsy (MBA '03) are having a ball with son Ryan, who turns 1 in late October. Ryan is happy, loud, and into everything – who could have guessed? Patrick has recently taken a job with Genworth Financial as operations leader for their Long Term Care Group Insurance product. Betsy also has close ties to Genworth Financial, her main advertising client at The Martin Agency.

Amy Burke has made her first post-Darden job change, joining Texas Instruments as a director of government relations in the Washington, DC office. Amy and her husband also recently purchased a home in Chantilly, VA.

Erin (Kennedy) Bohacek and her husband Robert are pleased to announce the birth (and first birthday) of their daughter Sara, born Sept. 29, 2004.

Thomas Meth wrote with an update on Intrinergy, which he reports is still going strong and has just added **David Meeker** to its management team. The team now includes four members of the Class of 2002, rounded out by **Evan Bates** and **John Keppler**. Also on board are Matthew Markee (MBA '01), and super-star summer interns Michelle Cohen and Bill Donaldson (MBA '06).

Curtis Miller's role has changed at Bank of America. He is now working full-time on the merger with MBNA, focusing on two pieces: 1) the combined firm's relationship with the credit card associations (Visa, MasterCard, American Express) and 2) evaluating marketing expenses and helping to identify areas of opportunity.

Kelly Eldridge is now working part-time doing site acquisition for Madison Retail, a real estate development company that builds mixed-use and neighborhood shopping

centers. She has a flexible schedule and works from home, allowing her maximum time with son Jackson Hayes Eldridge who is now 9 months old. Even though Kelly has left US Airways, she and husband Chris still love to travel. They are taking an early October hiking trip to the Torres del Paine National Park in Patagonia, Chile (flying into the southernmost city in the world!) and will also spend a couple days in Santiago.

Jeff Shoaf reports all is well in Houston. He and wife Catherine celebrated daughter Caroline Gibson Shoaf's first birthday on August 19. She is doing great and is keeping her parents very busy and entertained. The Shoafs got together with Fabiola and **Adam Carter**, Jen and **Derrick Moreira**, and Suzanne and **John Faulk** in the North Carolina mountains in June. They were also preparing for a visit with Heather and **Jim Smith** and Lucinda and **Toby Rogers** at a lake near Dallas.

Tim Madel has accepted a position with Trader Ventures as a business development associate. His role is focused on acquiring new companies and integrating them into the company. Tim's wife Donna, their two dogs Linus and Lucy, and their cat Al will be joining him in Norfolk, VA, after their house is sold in Philadelphia. They will be living on the beach for a month or two if anyone wants to enjoy the ocean in autumn.

This summer, **Marcelo Magalhaes** had a great experience traveling with his and **Bertrand Blazy's** family throughout the national parks of Utah, Colorado, and Arizona in a pair of recreational vehicles.

Theresa and **Matt Kaness** welcomed their first child in March. Isabella Theresa Kaness was 10 lbs., 2 oz, arriving in downtown Philly exactly one day after **Christian Bell's** new son Terrance. Matt reports he and Christian were

text messaging each other from the respective hospitals to see who crossed the finish line first.

Liz Weatherly (Birch) finished the Danskin Triathlon (her second) at Sandy Hook, NJ. She invites classmates interested in joining her for one or several (!) next spring or summer to get in touch with her.

Jennifer Kuck writes that she is working in sales for Roche Diagnostics, where she's been for a little over a year. Jennifer got married in April to Jason Frisbie and is living in Norfolk, VA.

Edgar Jimenez writes with details of **Bill Stevenson's** July 2 wedding to Rossana Llerena (MBA '03) in Parroquia Virgen de Fatima in Miraflores, Lima, Peru. We're told it was a beautiful bilingual Catholic ceremony, followed by a magnificent party at Club La Rinconada. Darden attendees included Edgar and his wife Rocio, **Austin Iferidah**, Yuri Sedano (MBA '03), and Marco Mazzonetto (MBA '03). Edgar also writes that he is still pursuing his entrepreneurial path of "kissing a lot of frogs" (moving from orange juice and hens to ERPs and consulting) and expects to settle this year in a defined business.

In August, **George and Duygu Yenidogan Schmidt** traveled to sunny Bedford, VA, for a peaceful visit with **Cheryl Valentine**, Borja, and Felix. Cheryl reports that George and Duygu are a high-powered, well-traveled, stylish New York couple and it was great to catch up with them and hear about their fast-paced life. Cheryl is still working in very early-stage investing at Carilion Biomedical Institute in Roanoke. She invites anyone with an early-stage biomedical business plan and an interest in locating in Roanoke to look her up on the web.

Cheryl also brings us the news that **Florina Marinescu** and Vali (MBA '03) moved back to Romania from Washington, DC, to take employment with Roland Berger and that they



Marcelo Magalhaes (MBA '02) with Bertrand, Duang and Dimitri Blazy

were getting married at the end of September.

Dean Fanikos left his post at Circuit City several months ago and moved back to his homeland, Greece, I mean Boston, and he is now working in the Alumni Relations area for HBS (the Evil Empire).

One of our classmates has had a very exciting few months – **Kathy Bell** wrote in after quitting her job with Corporate Executive Board a few months ago. Here's what she had to say: "I had quit my job to move to St. John in the Virgin Islands. I did that and I spent the month of August working at Maho Bay, an eco-resort on the island, which was amazing but also eye-opening. While I had vacationed in the Caribbean before, I had always stayed in hotels, with AC, hot water, TV. This time around, none of the above: I lived in a tent cabin, which was like a screened-in-porch in the jungle, insect-chasing lizards climbing on the walls, acid spiders lurking in corners, tree frogs chirping when it rained at night. But despite the primitive conditions, the resort was great, with beautiful beaches and views and a superb restaurant. I swam, I snorkeled, I hiked, and ultimately I decided that while it was a good experience, island living is best for the short term and longer term I am meant for stateside living. So I am now back in the States, tanned and relaxed...and unemployed. I am thinking of moving back to C'ville, but meanwhile, just enjoying the break. Not sure what I'll do next, though assume it will be some type of executive education." Best of luck, Kathy, as you re-adjust to life in the States!

Another group of Darden grads went on an exciting adventure – **Davis Washburn** spearheaded a trip to Tanzania this summer. Though Davis had to cancel in the end, **Kerry Feldmann**, her husband Rusty, another friend, and **Marion McGowan** (MBA '03) all made the trip, which included a hike of Mt. Kilimanjaro, a safari, and lounging on the beautiful beaches of Zanzibar. All had a great time, saw amazing sights, and missed Davis every step of the way. And they do actually say "Hakuna matata" there, but they think it was just for the tourists....

Kerry Feldmann has hit the one year mark in her second post-Darden job at Tiffany & Co. She's glad to be away from the incessant travel and extra-long hours required for consulting and her only trip for Tiffany so far has been to Tokyo, which she had no complaints about! We hear her PowerPoint skills have slipped slightly, but we know that the Shermet Scholar could bounce back quickly if she had to!

Well...back to weddings...Christina Kollay also got married this summer. She and Keith Emery were married on July 9. Several classmates attended the festivities – **Gwen (Fairweather)** Varady, **Erin (Kennedy)** Bohacek, **Sally Sarratt**, **Katherine Buchan**, **Emily Boese**, **Jim Holmberg**, **Ian Zabor**, **Suzan Gibbs**, **Elizabeth Groves** and **Trina Jones** (MBA '01). She and Keith have moved to Connecticut and she has a new job at Babson Capital in the mezzanine/private equity group.

I (Kirsti Wells) recently had dinner with a few of our classmates in NYC after a Darden recruiting event. With me were Kerry Feldmann, **Mark Reis**, **Joanna Soper**, Emily Boese, **Rajnish Priyadarshi** and one of our favorite professors, Yiorgos Allayanis. **Faraz Zaidi** wanted to join us but he was called off to Arizona to do some due diligence. He left CSFB several months ago and is now an analyst at Polygon, a large hedge fund in NYC. Mark has been working for a private equity firm for the past few months; Joanna also left consulting for a more "normal" lifestyle; Emily is still at American Express; Raj just returned to the US after being abroad for several month and is still with Citigroup, where Yiorgos is working. Yiorgos is enjoying the "real world" but misses academia. He mentioned how much fun he had with us and how close he felt to our class, and wishes everyone the best. We all wish him much success!

Finally, a quick birthday wish goes out to our two youngest class members (at least as far as I know...is anyone younger than these two?) who *finally* turn 30 this year – **Susan (Barrett)** **Roddy** and my fellow class secretary, **Flip Pidot**. Welcome to the 30s! Flip reports he's still happily ensconced in New York, working for an investment management firm in Flatiron and grappling with the final throes of training for the New York Marathon. Mere child's play compared to Liz's triathlons, but it keeps him busy (and winded) in the off hours.

Keep the notes coming.

'03

Ms. Lauren G. Macleod
Apartment 7E
251 East 32nd Street
New York, NY 10016-6304
lauren_macleod@sandp.com

Mr. Anand E. Stanley
84 Tunxis Village
Farmington, CT 06032-1520
anandstanley@hotmail.com

Mr. Graham R. Beatty
116 Betsy Brown Road
Port Chester, NY 10573-2231
gbeatty@verizon.net

We asked, you answered. We wanted a variety of postings for this issue's notes – stories from people who had been fairly quiet since graduation and those that we've been keeping tabs on. Thanks to everyone who responded – keep them coming for the spring issue.

The nuptials and engagements continue, although the pace seems to have slowed in the past two years. **Elizabeth Leatherbury** and **Mike Riordan** were married on the Eastern Shore of Virginia in May. Elizabeth reports that she and Mike are happily settling into married life and enjoying their jobs in the DC area.

Across the Atlantic, Lisa Jakub and **Jeremy Jones** were married in Volterra, Italy, at a villa in the Tuscan countryside in June. Fellow '03ers **Karen** and **Graham Beatty**, **Heather** and **Todd**



Romina Birnbaum (MBA '03)

class notes ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●

Lakes, Dan Zinner, Bre and **Eric Gregg** were in attendance. Lisa and Jeremy are still living in NJ, where Jeremy remains at Pfizer (now working on Purell) and Lisa is finishing up coursework in sociology.

Also in June, **Meg Nesbitt** married Kevin Brennan in Duxbury, Massachusetts. Also in attendance were **Keri Dole**, **Jennifer Dresback**, **Julie Graves**, and **Rossanna Llerena**. Meg is still living in DC, working for ABC News and enjoying having only one apartment for the first time since any of us have known her.

Rossanna Llerena, just after Meg's wedding in Massachusetts, headed to Lima, Peru to marry Bill Stevenson (MBA '02). A global community, indeed!

Jill Simandl and **Nick Douthitt** were married in a small family ceremony near Charlottesville on Sept. 17, and send greetings to the rest of LT 10 – **Barry Hill, Yutaka Mogi, Cristina Machado** and **Carlos Rengifo**. Nick and Jill have been in DC since last summer. Jill is currently with Avendra LLC, a hotel procurement company affiliated with Marriott and Hyatt, as director of their pricing accuracy assurance activities. Nick is now with National Cooperative Bank, a bank providing financial services to cooperatives around the country, as a manager of their customer strategy innovation team.

Anand "Stan" Stanley is also about to join the ranks of the newly wed. He got engaged in May to Tiffany Keverline. They will be married in December in South Carolina, with a follow up ceremony in India.

Also engaged, **Aron Grodinsky** and Lauren LaSasso, who will get married in August 2006 just before moving into their new apartment in Battery Park City (literally just before – in the empty apartment, in fact), Aron proposed to Lauren. Weeks later, Aron found out that he passed level III of the CFA exam, which enables him to become a CFA charterholder. This should help him as he continues to service clients through Merrill Lynch's private client group. Huge congrats on all fronts, Aron.

Also engaged, **Mimi Nishioka** and Eamonn Bulfin will be getting married in Tipperary, Ireland in May 2006. They are happily living in their new loft in Brooklyn and working in the city.

On other fronts, we have lots of classmates making job changes, having babies, going on trips and more.

Julien Lataillade is currently in the Sales & Marketing Finance group at DaimlerChrysler. The work is good and the company is doing well; he's always looking for opportunity in the Southeast (particularly Charlotte/Richmond). He is expecting a new addition to his family – 300C (yes, it's got a HEMI), and can't wait until it's delivered. He and his girlfriend Theresa are enjoying Michigan and have been receiving Darden visitors, including **Dave Freccia**. They took in a Pistons game during his visit and found out how well a Dodge Durango can handle off-roading by bypassing a security

gate – but that’s a story for another time. He sends his best to everyone.

Romina Birnbaum has had a bit of a life adjustment. Instead of staying up until 5 a.m., she now wakes up at 5 or 6 a.m. to train for triathlons. She did her first over the summer (see picture) and is completing her first Olympic-distance triathlon as this is written. Romina writes, "It's scary, but I'm kind of hooked - I really love the variety of all three parts (swim, bike, run) and being part of a team again." On the work front, she's still with the rotation program at Omnicom and just found out she'll be in LA through January. After that she will have a full-time job and can get settled in the company.

Big changes (again) for the Mathews (of the **Brent Mathews** Mathews). In January, Brent started his full-time, post-rotation training program with GE Commercial Finance, Corporate Lending. He is originating (selling) senior secured loans \$15M and up in the Northeast. If your company needs money, give Brent a call! Siuyien and Brent bought a house in Danbury, CT, and had their second child, Charlotte, on Aug. 23. Brent is trying to reconnect to Darden classmates in the NYC area and (thinks) he was the only 2003 grad to attend Dean Bob Bruner's recent talk at the Midtown Executive Club.

Also done rotating, **Sanmitra Deo** is finally “off program” at GE and is settling into Milwaukee. She is living by the marina on Lake Michigan and enjoys being in the same place for more than six months. Her job is managing the inside sales team at GE Healthcare for the diagnostic imaging business. Just in case we are geographically challenged, Sunny reminds us “Milwaukee is in WISCONSIN (I know that coasters have a hard time keeping the Midwest straight), and about 90 miles north of Chicago...” Despite our generally high level of education, several Darden classmates have asked her about life in Minnesota.

Incidentally, **Lauren Macleod** (first time I've ever talked about myself in the 3rd person...) has also stopped rotating – or rotated too much and right out of McGraw-Hill. Following completion of the 18-month program and a short stint as a director of product management at S&P, I moved to a venture-backed startup in NYC as the director of strategy and right-hand to the CEO. Currently called ComputerRepair.com (my first project is a name change!), the business is a marketplace for on-site technical help across the country. The return to startup life is going well, but my hours are feeling a little too similar to those of Gustavo's these days.

Many things have changed in the lives of **Javier de las Carreras** and his family during the last several months. They have welcomed Salvador, a baby boy who was born on March 31 in Miami. Everyone is thrilled – even Simon, who doesn't seem to be jealous and is enjoying his new little brother. In June Javier and company headed back to Argentina, where he is working in strategic



Sean Eidson and Shelby Smith (MBA '03), at their October 10th wedding at Farmington Country Club in Charlottesville.

planning with The Coca-Cola Company. They are thrilled to be back after four wonderful years in the U.S. Javier, Tessi, Simon, and Salvador send their best wishes.

Also in the midst of many changes, **Joao Montes** has lots of updates. He and Mariana welcomed a second child to their family (a son), Salvador. Adding to the family tradition of lengthy names, his full name is Salvador Maria Figuerola Montes de Gentil-Homem. Daughter Pilar (who was born during our 2nd year) is growing incredibly fast. According to Joao, "I am already looking for some convents or monasteries around Lisbon to avoid having boyfriends coming to get her, eh, eh. Now more seriously, she has grown a lot and I am very proud. She is attending an English day care center so that she can speak at least English, Portuguese (from me) and Spanish (from Mariana)." Joao remains at Pfizer as finance and strategic director and enjoys what he is doing. On the horizon is a huge trip to Argentina for New Years with **Joao Santos**, Pedro Monteiro (MBA '04), **Alberto Fernandez-Sabater**, and all the Argentineans (or at least the ones from Darden). They will visit Patagonia, Punta de Leste, and Buenos Aires. Then the men will head off on their own for an adventure over the mountains into Chile on horseback.

On the trip to Argentina, the crew will be seeing Sofia and **Gustavo Frers**, who are living in Buenos Aires. Gustavo, Jr. will be a year old in October and Helena is almost 2 1/2. According to Sofia, she is a “very talkative lady and is terribly jealous of her little brother.” Over New Year’s last year Sarah and **Peter Harrison** visited the Frers (and it sounds like many, many more are coming!).

In Atlanta, **Ashley & Santiago Tagtchian** are enjoying their new home and continuing to get settled in the area. Ashley had left Cox Communications for a job at NCR, but just recently announced that she will be leaving to run a business that she and Santiago had purchased. A medical coding and billing operation, PRN is going to take up all of Ashley's time. Huge congratulations on

accomplishing what we all know you've been working on for so long!

Juan Gorricho has recently relocated to the DC area "after two years of long and VERY cold winters in Boston, while Margarita was getting her MBA at Babson College." Juan left ICIC to start a new job with DecisionPath Consulting, a strategy and technology consulting firm started and owned by Steve Williams (MBA '86). Also at DecisionPath is **Tom Victory**, who introduced the company to Juan. "It's been nice to enjoy the DC area and to see some of the folks here. We are now in the process of settling down and buying a house (hey this market looks VERY cheap compared to Boston), especially now that Margarita has found a job in the area."

Matt Rosefsky recently started a new job as executive director of Rivanna Conservation Society (www.rivannariver.org), a non-profit organization with the mission "to safeguard the health, scenic beauty and cultural heritage of the Rivanna River and its watershed in the center of Virginia" (including the City of Charlottesville and Albemarle County). He continues to run the Outdoor Adventure Social Club of Greater Charlottesville (www.outdoorsocial.com) as well; it's doing great with around 180 members and 30 leaders.

Twins! **Russell Maw** and his wife welcomed two baby boys into the family on June 10. Brady Alexander (7 lbs., 1 oz.) and Elijah (Eli) Jefferson (6 lbs., 9 oz.) Maw are happy and healthy additions. Congrats and good luck!

Adil Siddiqi writes that "nothing substantial has changed," but he just spent a year restructuring his company. Look for a case from Adil in the short term for Managing Turnarounds or Corporate Strategy. His daughter, 1 1/2, is growing quickly and learning words like "parrot." They are also in the midst of a major home renovation, so life is a little unsettled. Doesn't sound like unsustantial change to us....

Tadd Wilson writes that he and Leah welcomed their second daughter, Carolyn Reed Wilson, into the world Aug. 9. Mom, Carolyn, big sister Claire, and Dad are all doing well. He is managing an internal growth program for IBM, including program development and global deployment. After hitting Asia and Australia in the spring and a quick trip to Milan in May, he has stayed domestic for most of the summer, including another teaching visit to Harvard. China is in the pipeline for October. Tadd also writes, "I managed to have lunch with learning

teammate **Eric Svenson** before he and **Noriko (Svenson)** shoved off for Princeton, NJ, and Eric's new position with ZS Associates; and I caught dinner and a very fine cigar with David Freccia."

Steve Bruner is a new operating partner in a budding business, Refuge Sustainable Building Center (www.refugebuilding.com), which sells environmentally friendly and health-friendly building materials. He is also an adjunct faculty in the College of Business at Montana State University, where his wife, Leah, is enjoying her tenure track position in the Department of Sociology. Steve and Leah love life in Montana. Steve is training for a fall marathon, and ran into Jack Kirr (MBA '02) at the Hood to Coast Relay Race in Oregon in August.

Virginia and **Eduardo Sanchez** bought a townhouse late last year in Potomac Falls, VA. He writes, "Yes, we are still here in the US. We love the area and I think will be settling down here for a couple of years." He is working with Capital & Technology Advisors Inc. a restructuring and M&A boutique consulting firm since graduation. C&TA recently merged with Tejas Securities Inc., an investment bank from Austin, TX. "We are very excited with the merger and jumped from being a consultant to investment banker – kind of surreal transition!" In other news, Eduardo and Virginia welcomed a beautiful daughter March 21 – Veronica Margit Sanchez Harmat (see picture). "Emilio, their 3-year-old son, is taking good care of his sister and Virginia, my wife, is taking unbelievable care of everyone at home. I love them so much," Eduardo writes.

Katherine, CJ, and **Chris Lewis** welcomed Mary – Margaret, (aka "Mimi"), to their family in February. Since graduating, Chris participated in a start-up mezzanine fund that never started, eventually gaining employment with Geneva Investment Management of Chicago. At Geneva, Chris covers financial institutions and income-producing stocks, helping to manage the firm's various equity investment strategies.

Kent Locklear has resurfaced – great news from Wilmington, NC, on Kent and the family. In his words... "After graduation I went back into medical practice for a year while I continued my job search and Cindy opened her own law practice specializing in criminal defense and family law. Her practice has grown substantially over the two years and she is very happy with the progress. So if anyone is arrested while traveling through southeast North Carolina you know where to call. Last May, I accepted a position with Siemens Medical as a Physician Consultant. I travel all over the US working with hospitals and physicians on their technology needs. My primary focus is in health information systems and the EHR. The company has treated me very well and has allowed us to stay in Wilmington rather than move to the corporate offices in Malvern, PA. This year has been busy... I already made Chairman's Preferred with US Airways and it's just August. (As Spekman



From left to right: MBA '04s Justin Jed, Chris DuPaul, Pete Ackerson, Paul Leggett and Dave Banyard on their fishing trip in New Orleans.

class notes

used to say, "I prefer to sit in the front of the plane."). The kids, Rachel, Jacob and Caroline are great. Rachel is in second grade and Jacob in kindergarten at a year-round school, so they have been back in school since July 22. Caroline is in a pre-K program and doing great."

Josh Wishnack reports several changes – the Wishnack family welcomed a new addition on July 22, John McWilliams Wishnack. Josh recently left his investment banking job to work with his brother-in-law Rick Morris (MBA '01) to acquire and manage Richmond-area businesses with cash flows between \$500K and \$2 million. "We have a number of leads, but no transactions so far and we are always looking for good ideas," Josh writes. You can see a little more on what they are up to at mulberryinvestments.com.

Aaron Hullman is currently working as a corporate attorney in the Reston, VA, office of Wilson Sonsini Goodrich & Rosati, where his practice is primarily focused on technology companies in all stages of their lifecycle, from startup through initial public offering. His wife, Martha, and their three children recently purchased a new home in Fairfax.

Tyler Nguyen, after getting married over Labor Day weekend 2004, was in DC for the year. Recently she and her husband, Robert Eaton, relocated to Honolulu, HI. She is now working for Bank of Hawaii in its real estate banking group. The military transferred her husband to Tripler Medical Center. Tyler says, "Things are going great for us and since being out here, I got a chance to meet up with **Melissa Appleyard** and **Petra Christmann** and their family members when they were out here for a management conference. I also had dinner with Donn Takaki (MBA '96) and Julie Nash (MBA '97)."

Katherine and **James Black** had a baby girl, Sydney Clare Black, on July 8, weighing 7 lbs., 12 oz., and 19 ¾ inches in length. The family is doing well and enjoying Cincinnati.

And I save the best two for last – or at least the most entertaining. Last year **Jeremy Shinewald** left his investment banking job to start a business called MBA Mission (written about before). Rumors abounded that things were going well and that lots of potential business school students were reaching out to him to get help on their applications. Then in May we were alerted about the real source of his new income. Jeremy was a contestant on "The Price is Right" – unfortunately he won no money, but provided hours of entertainment for all of us with Tivo who were able to play and rewind the show (praying that the photo I took of my TV comes out and is published here – or email me and I'll send it to you!)

Also on the alternative income front, our very own Aron Grodinsky is a Japanese model now. Managing millions on Wall Street isn't enough for him and he's elected to pursue alternate forms of revenue, modeling watches for the Japanese version of GQ. Is anyone really surprised?

A couple quick notes on your secretaries...



Above, left to right: Jay Arnold (MBA '04), Alysa Arnold, Abigail Zandri, Justin Zandri (MBA '04), Arsh Mirmiran (MBA '04), Gloria Smith, EJ Smith (MBA '04) and Catherine Seward visiting the Smiths in Minnesota in February. Picture taken by Eric Seward (MBA '04).

First, our very own Anand Stanley, man with many hats, was recently awarded the Outstanding Chapter President Award at the recent leadership weekend. Huge congrats on what you've done with Hartford! Stan was also recently named to the Alumni Board, which means that we need a little additional help on the secretary front. Effective immediately, Graham Beatty is joining our team. Beyond publishing the notes, Class Secretaries are also members of the alumni leadership team and plan and run class reunions. Welcome to the team, Graham – we're psyched to have you.

Thanks to all for the updates – great stuff this time! Keep us posted at darden03notes@gmail.com.

'04

Ms. Katherine E. Bisbee
231 South Clarkson Street
Charlotte, NC 28202-1056
katiebisbee@yahoo.com

Mr. Dennis M. Ortiz
NPH-2N
535 West 23rd Street
New York, NY 10011-1120
ortizd04@alum.darden.edu

Mr. Prashant S. Prasad
301 Kakad Chambers
132 Dr. Annie Besant Road
Worli
Mumbai Maharashtra 400 018,
India
prashant.prasad@gmail.com

It's been a busy year for the Class of 2004! Before diving into all the news, we'd like to apologize for the global emails, and appeal to all of you who are reading this to send in updates. We'd love to hear from you and try to keep up with all the great things that our classmates are doing all over the world. Also, we can't send you harassing emails unless you update your profile in the Darden online directory.

Alex and **Dom** (Boo!) **Vincent** recently moved from Boston to New York where Dom continues to work at Monitor. Alex and Dom are gearing up for the arrival of their new baby in October.

Visit Darden
anytime at
www.darden.virginia.edu

Eric Hausman and his wife Debra had a baby girl, Emma Olivia, on Dec. 8, 2004. The Hausmans live in Stamford, CT, and Eric is working with Deloitte in New York.

Pedro Hernandez-Madrado and Gina are proud parents to Pedro Hernandez-Alvarez, who was born on March 22, 2005. They are enjoying life in New York where Pedro is with Citigroup in the strategy and planning group.

Dan Entin is living in Edgewater, NJ, working as a product manager at Zagat Survey. Dan and Tracy are expecting their first child in November.

Rebecca Gordon is working at McKinsey's insurance practice and continues to live with **Pat Ru** and **Todd Whiting**, upstairs from **Billy Bey**, and across the street from **Paul Leggett**. Word has it that Mayor Bloomberg will be on hand for the ceremony renaming their street to "Harvest Drive." Mr. Leggett reported that he spent Easter Weekend this year fishing in New Orleans with **Justin Jed**, **Chris DuPaul**, **Pete Ackerson**, and **Dave Banyard**.

From the "Lifestyles of the Rich and Famous" department: **Willard McCloud** writes in from sunny Minneapolis with tales of skiing in Aspen, salsa lessons, and upcoming Palm Beach vacations. Willard has also recently been elected as the Vice-President of Cargill's affinity group for African-Americans, the Ebony Council, and was also selected as one of 25 LEADers of tomorrow by the LEAD Program in Business, a program he participated in as a high-school student and that he worked for at U.Va.. Kudos to Willard!

Priya Mukhedkar recently quit her job at Marshall Fields' and is enjoying spending time with baby Mina, volunteering, and stock-picking. She reports that the Darden Minneapolis social network is alive and well, with events being hosted both by her and **Amanda Gleason**.

Colin Smyth is an associate brand manager on Pillsbury Core Cookies at General Mills. He got married in February in Naples, FL, to Elizabeth Taffe.

Breana Brown, also at General Mills, wrote in after getting back from her honeymoon to give us news of her recent wedding on Aug. 6 to C. Dion Jones in Hampton, VA. **Janine Miller** (who is happily ensconced at Citigroup in New York) was in the wedding, and the guests included fellow Darden alums Jason Patterson (MBA '05) and Carla Andrews (MBA '05). Recent transplants to Minneapolis from northern Virginia include **Neil Bendle** and **Emily Chen**. Emily reports that Neil will be starting his PhD program in marketing at the University of Minnesota and she recently accepted an offer to work in Target's online marketing group.

Tze-Liang Chiam has been spotted wandering around Minneapolis with a dreamy, beatific smile on his face. We naturally surmised that this higher state of consciousness was brought about thanks to Tze's recent wedding to Kai Lu (MBA '05). However, reliable sources inform us that the

real source of Tze's elation is the endless hours of regression analysis he is getting to do at Honeywell.

Rob Ferranti is, nominally, a resident of Chicago, but notwithstanding his recent purchase of a 33rd floor condo, work has taken him to Germany, Michigan, Ohio, Boston, and his favorite, Alabama. Also in Chicago is Jason Uner, who sent us news of his upcoming wedding on Oct. 15 to Amy Sellenberg.

Saving the best Midwest news for last, Gloria and EJ Smith (who's with 3M in Minneapolis) are now proud parents – Nicolas Andrés Smith was born July 8. Before having Nicolas, EJ and Gloria received a chilly but friendly visit from their Darden friends.

Hostess extraordinaire **Sarah Speiwak** writes in from Annapolis with comprehensive news on several of our classmates. Sarah, **Jill Lewandosky**, **Peter Conn**, and **Lindsay Wilber** celebrated **Elizabeth Moody's** birthday with a night out on the town in DC. More revelry followed with a visit to Cakebread wineries along with **David Rouse** and **Lauren (Marler) Chewning**. We also heard from Darden party animal **Will Morgan** who has traveled to Japan and Thailand since graduation besides starting a company, Monticello Consulting Group, just over a year ago. Will is looking forward to returning to our 50-year reunion party at Club 216.

Smith Cooley is living in Atlanta where he and his wife Caroline are expecting their second child in October. Smith is in charge of operations at Conklin Metal Industries, a manufacturer and distributor of products for the HVAC industry. Also in Atlanta are **Alla Ashurov** and her husband Ali who are proud parents to Aliya who was born on July 21, 2004. Alla reports that she loves her job at Morrison Management Specialists, a provider of healthcare food services. Rohit Sharma recently left BCG to join TRX, an Atlanta-based provider of transaction processing and data integration services to the travel and related industries. Rohit is TRX's Vice President for Financial Planning & Analysis, reporting to the CFO of the company. He took advantage of the break between jobs to vacation in Ecuador, Peru, and Bolivia with his wife Suparna. Also in Atlanta and working in a hybrid marketing/finance role at Cingular Wireless is **Andrew Szabo** (now another person to call if you can't get through to customer service at Cingular). After having taken a month-long trip to Australia last summer and buying a new home, Andrew and his wife had their first child, Cooper.

Further down South in Arkansas, **Taylor Swanson** is working as a finance and logistics manager for Pedigree and Uncle Ben's, just adopted a dog named Ralphie, and moved into spacious new digs. Bentonville also is home to **Brent Engle** who is working in Wal-Mart's International Real Estate department, doing financial modeling of potential new store opportunities outside of the US. Brent



Shu-wei Wu and Kazu Izumiya (both MBA '04)



Andrea and Glen Schutzman (MBA '04).



Angela and Mehul Vora (MBA '04)

would like to pass on his sincere thanks to Bob Conroy for teaching him DCF analysis. Brent is enjoying the international aspect of his work and the Engles are adjusting well to life in Arkansas. Brent and his wife have a baby boy, David, who was born Aug. 17, 2004. **Francisco Simon** was recently spotted looking spiffy in his recent appearance on the cover of Wal-Mart's annual report! We are given to understand that Wal-Mart's stylists had quite a time at the photo shoot trying to convince Francisco to un-knot the sweater tied jauntily around his neck. Fellow LASA stalwart **Antonaldo "Tonka" Neves** is with the McKinsey's retail practice in São Paulo. Tonka and Marianna are parents to Lucas, who was born on June 4, 2004.

Chantal Chellar recently switched alliances from New York City to San Francisco, leaving Citigroup to join the Swig Company, a private real estate investment trust. She's working in the acquisitions group, reporting directly to the Chief Investment Officer. When she's not cutting a wide swath through the Bay Area real estate market, Chantal reports seeing **Dave Lee, Mark Ikauniks, and Pete Ackerson**. Pete reports that he resigned from his position with the M&A group at Wachovia, moved to San Francisco, and now works in the technology investment banking group at Merrill Lynch. Although he's still adjusting to the west coast, Pete is firmly convinced that the longer one spends in California, the more likely one is to become a hippie, vote in favor of taxes, or understand Jon Stewart's jokes. **Villi Ilitchev**, also in the Bay Area and at Merrill Lynch, recently married Jen Faenza (MBA '01). A little farther north, **Matt Mitchell** wrote in from Marin County, where he is working with a small private equity firm. Also in Marin County and working with Medtronic is **Matt McCarthy** who sent us pictures of his wedding in Vermont last September to Kendra Frisbie. In the Northwest, **Noelle Mendez-Villamil** is busy at Microsoft, and recently announced the happy news of her engagement to **Vikas Chawla**, who is at BCG in Washington D.C. Vikas and Noelle are planning their wedding in Puerto Rico next spring.

In an effort to establish a Darden headquarters in Lake Tahoe, **Anna** and **Jay Lambiotte** moved to Truckee, CA, and work for East West Partners. Jay is a financial analyst for a hotel project and Anna is a sales manager. They've broken ground on a new house and have spent the summer golfing, fishing, camping and boating. With winter around the corner, they're looking forward to adding skiing to their list of activities. **Meredith Hobik** is now a consultant with ICMB Ocean Tomo in San Francisco, after completing the combined MBA/MA in East Asian Studies program. She spent May through December 2004 interning in Tokyo at DHL Japan, and had visitors in the form of Dave Lee and **Brian Hotchkiss**. Meredith had help from a true Tokyo insider, **Yasu Nakayama** in showing them a good time. Yasu is busy

with his job at Morgan Stanley's Japan Capital Markets division. **Satoko Takahashi** is racking up gobs of frequent-flyer miles commuting between Tokyo and Geneva for her job with the Japanese Ministry of Finance. Meredith and **Danise Chui** passed on the news that **Shu-wei Wu** and **Kazu Izumiya** were married July 29 at the Meiji Shrine in Tokyo. Kazu is working at McKinsey and his job is taking them back to the US shortly. **Shek Ng**, who was a visiting student at Darden from Hitotsubashi University, is doing well and working in Tokyo. Meredith also had an opportunity to visit Shanghai to see **T.R. Harrington**, who has left Mithras Consulting to join Darwin, an internet marketing company. T.R. recently got engaged to Linda Xiao Ling and will also become instadaddy as she has two daughters, Rebecca, 12, and Rainbow, 9. T.R. met up with **Cheng Cui** for lunch a couple times – Cheng is working at Bain, and is in touch with **Vincent Gu**, who is reportedly doing well at a Beijing-based telecom startup. Danise Chui (who is with Moody's in NYC) saw **Eugene Lee** and **Tucker Quayle** (who is also a new father) during a recent trip to Hong Kong.

Miraculously jetlag-free, we move back Stateside. **Dave Banyard** and his wife Diane welcomed baby Richard David Banyard III into the world on Aug. 15. The Banyards are calling him Trey in honor of both Dave's father as well as their friend, the late Lt. Cmdr. Trey "Plumber" Clukey. Little Anna Banyard is also growing up fast – Dave reports that she's "1 1/2 going on 16."

Helen Sheirbon is at Hewlett-Packard in Boise, ID, and sent us a beautiful picture of her daughters Solen and Elerie.

John Sterling and his wife Pamela welcomed the birth of their second son, Samuel John Sterling in June. The Sterlings live in Greensboro, NC and John is a Product Manager at Danaher. Also in North Carolina are **Chip Zug**, **Christian Reyes**, and **Alex Eastman**. Chip is working in marketing at GlaxoSmithKline; Chip and Laura's baby, Charles Bennett Zug, was born July 29, 2004. Christian is a leadership associate at Bank of America, and married Michelle on Oct. 16, 2004 at Georgetown University's Dahlgren chapel. Alex and his wife Sarah gave birth to their son, Jason Alexander, on Aug. 2, 2004. Helping Charlotte's cause in their "Largest Darden Contingent" face-off (note: there is no face-off that flip cup cannot resolve) with NYC, DC, and Minneapolis is **Ashley Edwards**, who works for Springs Industries. Ashley married Loudoun Emswiler on Oct. 9 in Charlottesville. **Lauren DeFalco** and **Katie Bisbee** were honored to be bridesmaids in their wedding

Tawana Murphy Burnett is the brand manager for Natural Citrus Listerine at Pfizer. The first commercial her team produced aired Aug. 16, and Tawana promises to invite the entire Darden Media, Entertainment, and Sports Club to a casting call for her next commercial.

Roy Kuruvilla is with BNP Paribas in New

York in the Leveraged Finance Group, working with private equity firms to finance LBOs.

Tim Witcher is in Syracuse, NY, with Carrier and looks forward to a more seasonal climate for his next rotation.

In more wedding news, **Glen Schutzman** married Andrea Scott last summer. Additionally, **Jay Arnold** and Alysa were married June 19, 2004 at the Sagamore Hotel on Lake George in New York. In attendance, among others, were Abigail and **Justin Zandri**, Angela and **David Kennedy**, **Arsh Mirmiran**, Catherine and **Eric Seward**, and Dedle and **Mike Bachman**.

David and Angela Kennedy are the proud parents of their second child – Caraline Evelyn Kennedy, born Aug. 12. Mike and Dedle are proud parents to William Murphy Bachman, who was born June 6. Mike sent us a colorful but, sadly, unprintable description of his job. All is not lost, though – we're sure that those of you who know Mike can figure out some of what he said when we tell you that he's an assistant brand manager at Wyeth Consumer Healthcare and was working on Preparation H at the time of his email (Mike has now moved to the more family-friendly Children's Advil). Not to be left behind, Zandri also started his career focusing on the lower gastrointestinal tract, but has since moved on to working on the Zantac brand at Pfizer. We look forward to a more entertaining "side effects" blurb on the Zantac pack now that IZ is in charge.

Ruhi Reimer and his wife Nooshin had their second daughter, Sohayla, on April 13. Ruhi is a headhunter in the venture capital practice at Heidrick & Struggles in Tysons Corner, VA. He sees Tom Scott on a regular basis, and plans to get together (but never does) with other new-again fathers **Jason Kaufman** (who sent in a picture of his son Sam and new baby Lisa, born June 17) and **Guillermo Cisneros Finck** (who recently had his second son, Roberto or “Bobby” on Aug. 7). He recently bumped into **Breeze (Elizabeth) Taylor** also fighting the lunchtime crowds at the Galleria Mall. In his extremely limited spare time, Ruhi delights in perfecting his (Professor) Matthias Hild impersonation in preparation for our Five-Year Reunion. Ruhi was also in attendance at **Mehul Vora’s** wedding to Angela in DC on July 23. Mehul and Angela honeymooned in Hawaii, and relocated to Alexandria, VA, where Mehul is looking for new professional opportunities after winding up his Kauffman Fellowship. Mehul will also join our already numerous ranks of Double ‘Hoos when he completes the McIntire MSMIT program in August.

Speaking of Double Hoos, **Ahsun Jilani** is in Centerville, VA, working with IBM Strategy and Change. Ahsun and Maliha welcomed the birth of their daughter Amina in March. Big brother Hamza turned 3 in July, and still recalls playing in the Darden courtyard with his other little Darden friends. **Dan Goodall** (also a Double 'Hoo) and Mindy welcomed their second child, Molly Elizabeth, into the world on Christmas Eve 2004. Dan and his family are living in Charlottesville where Dan works at

Virginia National Bank. Also in Charlottesville are **Daniel Rueda Posada** and **Uday Gupta**. Daniel is the Nephrology Division administrator at U.Va. hospital. Daniel and Sonia had a baby, Daniel Jr., in March. Uday and Anita are expecting their second baby at the end of November, and Uday is busy trying to get his company, Global Cell Solutions, off the ground. Expecting their first child in February 2006 are Gaby and **Clark Bailey**. Clark and Gaby are enjoying life in Bala Cynwyd, PA, a short drive from downtown Philadelphia. After graduation, he joined Susquehanna International Group and has been working to launch the company's investment banking division.

Rebecca Heironimus recently left her role in finance at US Air for a position in marketing and analysis at Capital One in McLean, VA. She spent the last year taking advantage of her flight benefits at US Air to travel to many fun and exotic locations. Now that she's back to paying for flights, she's spending time renovating her house and enjoying the DC area.

In other Rebecca news, **Rebecca Mayerick** married Scott Barrett this past May in suburban Maryland, with the reception at Old Ebbitt Grill in DC, and a seven-day honeymoon in St. Thomas. They have purchased a home in Vienna, VA. Rebecca (Mayerick) Barrett continues to work as a consultant with IBM Strategy and Change's federal government practice.

Jason Wiley and his family are in Frederick, MD, where Jason is a project manager for Elm Street Development, a real estate developer based in McLean, VA. The Wileys have a son, Braden Ellis, who was born Dec. 11, 2004, and is a "crawling menace" to his big sister Amelia, 2. Jason's wife, Ginger, is working part time as a family physician in the Frederick area.

Tim Fratta sends us good news from Paris – Ana Carina and Tim's second daughter, Sophia, was born July 5 in Versailles. Tim is working for ArvinMeritor consulting and is especially enjoying the European way of life (i.e., having plenty of vacation). He reports doing his bit for Darden MBA recruiting, having attended both fall and spring World MBA Tour events in Paris, and talking up Virginia wine sufficiently enough to convince four French students to sign on the dotted line for Darden's Class of 2007. Tim recently met up with **Phil Hause** who is in beautiful Konstanz, Germany, working for Allweiler, a member of the Colfax Pump group. Staying in Europe, **Frederic Zins** recently moved from the bustling metropolis of Delaware to the desolate hinterlands of London, and continues to work for DuPont. Frederic and Catherine recently celebrated the first birthday of their son, Achille. Another first birthday party was at the Stuttgart home of Mamiko and **Isao Sekiguchi**, for their daughter Miyu. Isao is back with Sumitomo, his employer prior to Darden, and is working with a new Sumitomo acquisition in Germany, Summit Auto, which provides automotive financial services. Isao's team also recently launched an internet based used-car B2B distribution business, which will be launched at the upcoming Frankfurt Motor Show.

From Texas, **Sean Eidson** sends news of his wedding at Farmington on Oct. 10, 2004, to Shelby Smith (Law '03). Sean is working for the Brierley Group in Dallas doing intellectual property and new venture development.

Fellow Big D resident **Scott Stemberger** and his wife Renee became parents to Rylie Rose on June 18. Scott is wrapping up his third case with BCG, and has already worked in IT, telecom, and airline operations. Scott caught up with **Jim "Big Brain" Winingner** who was in Dallas on work and also with **Corley Farber** recently. The Stembergers have extended a cordial invitation to our classmates to give them a "holla" if you are in the Dallas area. **Erik Holmsen** is with the Riverside Company, a Dallas-based private equity firm. Despite plenty of courses in Dallas, Erik mentions that his golf game "still stinks." We suggest some lessons from driving range regular **Rahul Desai**, who is flexing his QA muscles working in marketing at Dell. Unfortunately, most of his tales of partying in campus bars at UT-Austin, while making for entertaining reading, are not suitable for publication in a family magazine. Rahul runs into Dell colleagues **Hakan Sumerkan** and Lauren (Marler) Chewning (who recently became the brand manager [small business] for Dell Televisions) quite often and recently met up with **Karun Tahilramani** who is with ExxonMobil in Houston.

South of the border, **Markus Kritzler** is back in Mexico City where he is working at Fausto Garcia Asociados, a boutique investment bank. He sent us updates on a bunch of people: **Travis Massey** is in Richmond and has just bought a house near the West End. We speculate that it'll be a few more months before Travis stops calling his new house his "cabin." An anonymous classmate would like to thank the ever-wise Mr. Massey for a timely alert to the presence of Virginia's Finest on the Lawn just before a potential ZoCaLo-fueled nocturnal speed workout (au naturel, of course) on the eve of U.Va. graduation 2005. Markus recently had dinner with **Pedro Monteiro** and his family who were touring Mexico for a couple of weeks. More updates from Markus: **Aditya "Doshi" Doshi** is currently with GE in C'ville and recently enjoyed a short vacation in his hometown of Mumbai. **Jeff St. Denis** is with SNL Financial in Charlottesville, but wants to open an "organic building material store" – he described it as a blend between Whole Foods and Lowe's. We request Jeff to ensure that his store has a wine section with his picks, and more importantly, that his store's staffers do not neglect to turn up the collars of their polo shirts.

Tony and **Elizabeth Yanero** have had an exciting year since graduation. After Darden, the Yaneros bought a house in Vienna, VA, and Elizabeth started with Booz Allen Hamilton in neighboring McLean. They also traveled to Italy for a long-overdue vacation. November 2004 brought a new addition to the family as Elizabeth and Tony's daughter, Anna Elizabeth, was born on Nov. 11; she was 8 lbs., 5 oz., and



Katie Bisbee (MBA '04) and Michael Szarowicz were married on May 7, 2005, in Charlottesville.



Jenni and John Garofalo (MBA '04) were married on May 7, 2005 at the Farmington Country Club in Charlottesville.



Ashley (Edwards) (MBA '04) and Loudoun Emswiler.

class notes

21 inches long. In December, Tony transferred to Arlington, VA, from his sea tour in Virginia Beach to join Elizabeth in adjusting to sleepless nights and dirty diapers. Anna is 11 months old now and keeping them very busy by attempting to walk.

Smita Sahatpure and her husband Anirban are parents to Abhishek Mukherjee, who was born Nov. 17, 2004. Smita is with Capital One in Richmond.

Christine Shim is currently working at The McGraw-Hill Companies in Corporate M&A. She reports that she's really enjoying the position and is proud to mention that two of the three MBAs starting full-time in September with the company's associate development program are Darden grads. Outside of work, Christine just completed her first Olympic-distance triathlon (The Ford NYC Triathlon) on July 10. It was an exhilarating and challenging experience and the culmination of five months of training. Christine also just recently attended a Darden event featuring newly-appointed Dean Bob Bruner, who talked about his recent book, *Deals from Hell*, as well as his new Deanship and plans for the upcoming year. It was a well-attended event with Darden alums from several classes. Some of the Class of 2004 alums who were there included **Todd Whiting**, **Kimberly Campbell**, and **Marcel Conyers**.

Marketing maven updates! Thanks to **Cindy Koza** for letting us know that Justin Jed won the prestigious Microsoft Marketing Rookie of the Year Award. He will be recognized at a marketing all-hands meeting and will accept the award from Microsoft Big Chief Steve Ballmer. Justin originally ran the Digital Joy marketing campaign for the Windows Media Center edition and is now a product manager for the Windows Media Center extender. Our congratulations to Justin!

Mark Mercurio is at Procter and Gamble, working in consumer and market knowledge on the Downy brand. He's getting ready for football with season tickets for the Bengals and is training hard to run the Chicago marathon. Mark and his wife Sara are expecting a baby boy right around Christmas Eve.

From balmy Puerto Rico, we heard from **Juan Carlos Verastegui**, who is with the Clorox Company as an Associate Marketing Manager for two interesting categories: auto care (Armor-All) and bags & wraps (Glad). He has had the opportunity to do both mass marketing for Glad and grass-roots marketing for Armor-All (consumer promotions, PR campaigns, and sponsorships). He's really enjoying it and the year-round summers in Puerto Rico aren't hurting.

James "Big Red" Pilachowski continues to enjoy working at Pfizer Consumer Healthcare, especially given that "Darden alums have just about taken over the place" (we refuse to believe rumors of the takeover until James can confirm that Pfizer has its own TNDC). On the home front, after six months of constant frustration, and two months of sleeping on friends' couches, James finally completed an

apartment purchase in Hoboken, NJ. Alums in the area who enjoy installing appliances (or hanging about in Hoboken or NYC) should not hesitate to contact him. James had some excellent advice during his apartment-buying odyssey from ex-roommate **Gurpreet Malik** who, while not being the oracle of all things good and great in NYC, is searching for the right combination of "work/life balance" while working in real estate development in New York. Also in New York, after bidding goodbye to Florida, is **Leslie Curry**, who is with Kaplan's Admissions Consulting group.

A little further north, **Graham McPhail** and his wife Meghan are living in Boston, and sent us an update on their June vacation in Nantucket where they were joined by the Mercurios and Jenny and **Josh Fuller**. Graham reports that the Fullers live in Charlotte; Jenny at a beautiful antique store and Josh in Bank of America's copy room. Speaking of living in an investment bank's copy room, **Matt Liuzzi** has become a master at collating decks at Lehman Bros. in NYC. He and his wife Sarah recently celebrated the birth of their first child, Read Charles, on June 21.

If you didn't enjoy reading this lengthy screed on your classmates' doings, direct your suggestions, curses, and resignation requests to your class secretaries. **Katie Bisbee** is living in Charlotte, NC, working with Red Ventures, which invests in, starts up and/or grows marketing-centric companies. Katie and **Michael Szarowicz** were married on May 7. Katie and Mike celebrated their wedding with a small family gathering at the Boar's Head Inn. Mike is working hard as a member of the large Darden cohort at Bank of America in Charlotte.

That same day, Jennie and **John Garofalo** were married across the street at the Farmington Country Club. Although they were unable to attend each other's weddings, they did have the pleasure of seeing each other a few times during the weekend. **Dennis Ortiz** used to be your go-to-guy for travel deals



Michelle and Christian Reyes (MBA '04)

from his days being capo régime at Priceline.com; he's now your point-man for energy bars, having moved to Kraft Foods where he is working on the Balance Bar brand. He's also a walking endorsement for his brand, having participated in three half-marathons already this year (as has **Pete Goulding**) and planning to run one more by year's end. Last and most definitely least, **Prashant Prasad** is still with his family business in Mumbai. Work takes him to Europe every couple months, and he enjoyed meeting up with Isao Sekiguchi in Frankfurt, **Benoit Elvinger** in Luxembourg, and **Tom DiSantis** in the security screening area at Dulles. He also had dinner with **Vivek Khatri** as well as Saumi and **Raj Dutt** during their recent visits to Mumbai. The Dutt's have a beautiful baby girl, Mihika, who was born Feb. 26.



Meghan and Graham McPhail, Sara and Mark Mercurio, Jenny and Josh Fuller vacationing on Nantucket.



Members of the class of 2004 take time out of the 50th Anniversary Kick-off activities to smile for the camera.

We sign off as we began, with a continued request for updates from all of you. Send news of promotions, job changes, engagements, weddings, babies, funny stories, pictures, classmate sightings—they're all fair game—to darden2004@gmail.com. Any emails with the subject "Free pizza in Room 140" will be deleted. Lest we forget, we have also been asked to inform you that there's a green Ford Escort in the parking garage with its lights on.

'05

ToTran T. Nguyen
Apartment 4
104 4th Street NE
Charlottesville, VA 22902-5200
totran05@gmail.com

John P. Lake
P. O. Box 11566
Bakersfield, CA 93389-1566
jplake@yahoo.com

Peter Alamilla reports, "Katherine and I are the proud parents of a baby boy! Tristan Anthony was born on Friday, July 8 at 3:57 a.m. He weighed 8 lbs. 7 oz. and in spite of a wrestling match with his umbilical cord, he is doing fine. Mom, Dad, and big sister Bethany are thrilled!"

Kurt Zimmermann got married (part two) – this time in Toronto in front of family, pre-

Darden friends and a handful of Dardenites who flew up for the festivities. Kurt bought a house in Bethesda, MD. He works at Legacy Partners, a boutique investment bank, in their DC office. Catherine has been heavily involved in the housing hunt and remains active in the Junior League in DC.

Alex Taylor offers this news: "I am currently living in Dusseldorf, Germany. I decided that my life was empty and meaningless until I started to take karate lessons. Since then I've opened up my own chain of dojos in Germany. At Herr Master Taylor's we teach the art of the chi through the use of force. It is amazing how good it feels to crush one's enemies."

"Other than perfecting my moves in the dojo, I spend a lot of time thinking about how lame those TNDC emails were and how glad I am that there are no more awards that my classmates can win that will make me feel less significant. If you're ever in Dusseldorf, look me up. May the force be with you."

Heather Baldwin was promoted to Navy Lieutenant Commander in August and has accepted a position at Defense Logistics Agency – Defense Supply Center Richmond, VA as a Business Operations Analyst.

Lynn Manthy writes, "My husband Mark and I are enjoying our new house in Baltimore and I am happy in my role as a Relationship Manager for M&T Bank. I will be traveling to the Midwest and Southwest to see clients and hope to hook up with classmates in Minnesota and Texas in particular. I see **Cathy Ackerson**

and **Matt McAfee** regularly at bank training sessions up in Buffalo, NY, and they are both doing well, too. I recently made it down to Darden to recruit for M&T with some other Darden alums and it felt great to be back in Charlottesville."

Jon Kemp leads a team to start up a new business opportunity in Florida for one of DuPont's existing businesses. "It is challenging and I have a great team," he says. "Something new every day. Family is settling nicely in Delaware and the kids started school a few weeks ago. Brinley is walking and tearing the new place apart one handful at a time."

Elad Mardix reports that he and Yael got married during the summer in Israel and spent a wonderful honeymoon in Peru and Turks and Caicos. "Yael and I settled down in New York City a couple of months ago and we're having good time," he says. "I'm of course working most of the time and Yael is extremely busy with school as well (she's going to Columbia for the Master program in Social Work)."

KEEPING UP TO DATE



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Moving? New job? Notify Alumni Relations by phone at (800) DARDEN3, by fax at (434) 982-2338, by email at DardenAlum@arden.virginia.edu, or update your contact information online at www.darden.virginia.edu/alumni.

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CLASS NOTES

Keep classmates up-to-date by sending news to your class secretary, whose name is listed at the top of your class notes column. Or send your news directly to the school by filling out the pre-addressed, postage-paid "Have You Moved?" card that is in each issue of *Darden*.

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Browse Darden's alumni Web site at www.darden.virginia.edu/alumni to locate former classmates, catch up on chapter events, or update personal information. Network with fellow alumni in your area and take advantage of speakers, seminars, and chapter programs. If you need your username or password questions, please contact: Alumni Relations, dardenalum@arden.virginia.edu or (800) DARDEN3.

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In June 2006 the first class will start its 21-month experience in the Darden MBA for Executives program. Visit www.darden.virginia.edu/MBAexec, or email MBAExec@arden.virginia.edu for information.

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CAREER DEVELOPMENT CENTER

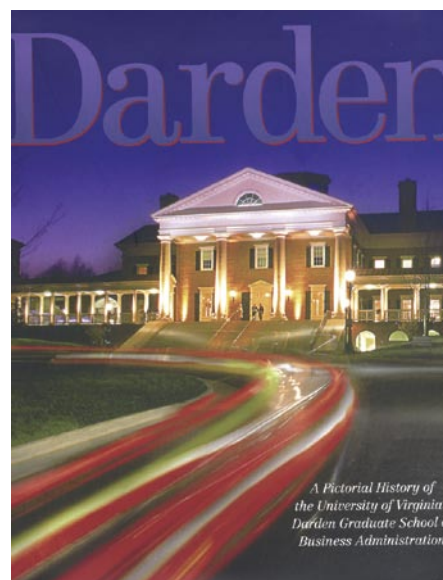
Interested in recruiting MBA students at Darden? Contact the Career Development Center at (434) 924-7283 to schedule a company briefing or student interviews.

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To order *Darden, a Pictorial History of the University of Virginia's Darden Graduate School of Business Administration* contact the Darden Exchange Bookstore by phone at (434) 243-5515, by email at dx@arden.virginia.edu or shop online at www.darden.virginia.edu/dardenexchange/. The Pictorial History was written by Mark Reisler, the Darden School's associate dean for administration. Darden insignia products are also available through the bookstore.

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Larry and Sterling Franklin



Larry Franklin and his brother Sterling Franklin flank Shawn Liu (MBA '05) and Yi Song, who is the first recipient of the Darden China Scholarship Fund. The Franklins through their family foundation donated the initial funding to launch the new endowment.

When Chinese students in the Class of 2005 resolved to create a scholarship endowment, they found a friend in Larry Franklin.

Franklin is a Darden visiting professor who has lived for 25 years in Hong Kong. Larry and his brother Sterling Franklin worked with the students this year to establish the Darden China Scholarship Fund. The Franklins put up \$50,000 in seed money from their family foundation and soon found an anonymous donor who agreed to match the students' fundraising efforts up to \$50,000. Under the leadership of Shawn Liu (MBA '05), the students hit their mark, with gifts and pledges of more than \$150,000 from nearly 60 donors as of Oct. 13.

As the endowment reaches critical mass, the scholarships will be used to attract the best MBA candidates from greater China and the Asia Pacific region. The effort is also part of Darden's overriding goal to broaden the school's international footprint by attracting the finest students from throughout the world. The school also invested in the endowment so that the premiere scholarship could be awarded this year.

The first winner is Yi Song (Class of '07), who joined Liu and the Franklins for dinner at Darden in October, when the new scholarship was formally announced.

"Our main interest is to show what can be accomplished when students have a good idea, band together and execute it," Larry Franklin said during a recent visit to Darden, where he will teach three courses; pioneering strategies in Asia, international deal making, and bargaining and negotiating. "I really want to promote the fact that this is a student success story; it's the first time in Darden history that students have gone out and raised an endowment."

"This is really an example of what can be accomplished in quite actually a very short amount of time," said Sterling Franklin.

To honor the success of the students who brought the idea of a scholarship to reality, Darden will name one of the learning team rooms "The Darden China Scholars Study Room," which will include a plaque honoring the donors.

Larry and his wife Wei-Ching still live in Hong Kong, where he teaches. His career has included positions as an investment banker, corporate lawyer and international bank manager, although his focus today is on teaching the business leaders of tomorrow. Sterling Franklin is a semi-retired attorney in Los Angeles.

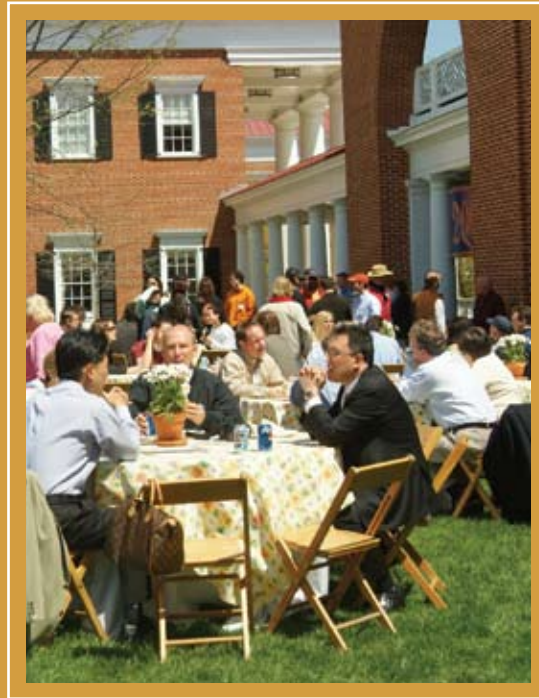
The Franklins said their family trust, created by their late father Carl, tends to focus on higher education philanthropy. They also established in 2002 the Franklin Family Fellowship Fund to draw Asian students to Darden. Dr. Carl Franklin graduated from the U.Va. Law School in 1948 at the top of his class. Today Larry and Sterling Franklin are sole trustees of the foundation.

"Our parents were both involved in higher education so we continue to honor that," Larry said. "We like to create endowments."

His connection to Darden goes back to 2000, when he was teaching Darden exchange students in Hong Kong. They praised Franklin's courses when they returned to Darden. A year later, he wrote to two US schools about the possibility of a visiting scholarship. One of the letters landed on the desk of Professor C. Ray Smith (MBA '58), who passed it on to Professor Robert Conroy, who made Franklin an offer. Larry arrived at Darden as a visiting professor in April 2002.

"I had teaching offers from Tuck, Kellogg, MIT and Darden," Larry said. "I decided Darden was the best of the four."

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