

WHARTON

MAGAZINE

SPECIAL CLASS NOTES ISSUE

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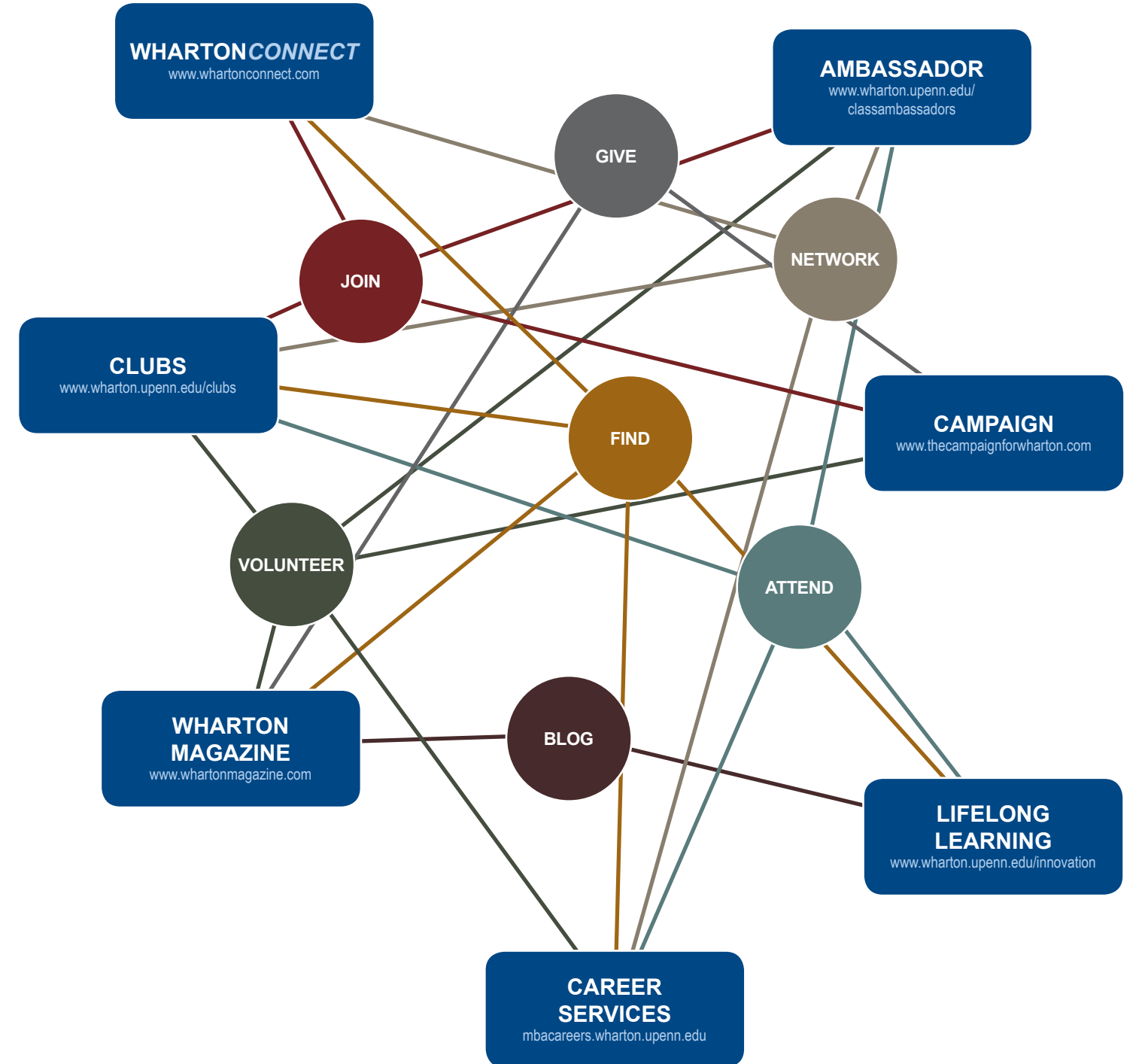
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EDITOR'S LETTER

The People's Fifth Issue



To paraphrase Ed Sullivan, we have a really big issue for you this spring. In fact, there are two issues. You have no doubt already digested the 80 pages of entertaining content in our "regular" spring issue, and have now moved on to this issue, our brand-new, "special" spring

edition. I am so excited to have this issue become a reality that I was tempted to use the superlative "magnum opus" instead of the tempered "special."

The original impetus behind this edition was alumni enthusiasm for our Class Notes section. A regular feature of the magazine, Class Notes includes announcements and photos from your classmates—for instance, when they've earned a promotion, launched a business, cured a terrible social ill through a free-market solution, won an honor or award, traveled the world for fun or finance, acquired a family through the birth or adoption of babies, or forged a power couple through marriage.

Our Class Correspondents are in charge of collecting and collating all the information, and they do such a tremendous job that we often have more material than we have room, especially when it comes to photographs.

Instead of burying the material in a subfolder in Windows Explorer, we launched this new issue.

Upon further rumination, we decided not to miss this opportunity to spotlight all of the many other ways for Wharton alumni to be involved with their peers and the School. Inside these pages, you'll also find a complete listing of the alumni clubs and details about the Class Ambassador program.

We felt it crucial, as well, to illustrate how each and every one of you has taken your Wharton knowledge and applied it toward consequence in the real world. To see what we mean, read the one-on-one interviews inside with seven of Wharton's more engaging leaders.

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Wharton Magazine is your connection to the Wharton School—and the School's esteemed, dynamic alumni.

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- Insights from alumni experts and leading faculty on topics ranging from risk management and the potential of interactive media, the successes of entrepreneurs and strategies for an uncertain economy.
- The opportunity to catch up with—and network with—classmates and fellow alumni through our ever-popular Class Notes section.
- All of the latest news from the Wharton School, including a message from Dean Thomas S. Robertson.



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Identifying the Individual in the Brand

The face of Wharton: from one, many.

Alumni take their Wharton knowledge—which includes the knowledge they continue to gain from one another—and they put that knowledge into action every day. The impact of their work advances economies and societies worldwide. Their stories of success are many.

This issue highlights seven prominent alumni, each answering a range of questions about their careers, their Wharton experiences and their personal lives. But one takeaway from all the interviews was the importance—the centrality—of their Wharton experience in all that they have become today.

Doug Peterson, WG'85, new president of Standard & Poor's, leads one of the top international ratings firms during perhaps its most important time. He came on board soon after S&P downgraded the United States, and was firmly in place when in January 2012 it downgraded several European nations. His company is in some ways driving the course of developments in the global financial markets, and is under heavy political and public scrutiny.

For Peterson, Wharton was a “transformational experience” that helped him during his 25 years of career advancement at Citigroup and now in his current position.

“I was looking for Wharton to be a way to give me a different view of strategy, of international business, of finance and accounting ... in a sense, both broader strategic and management skills, and then also the technical and financial skills,”

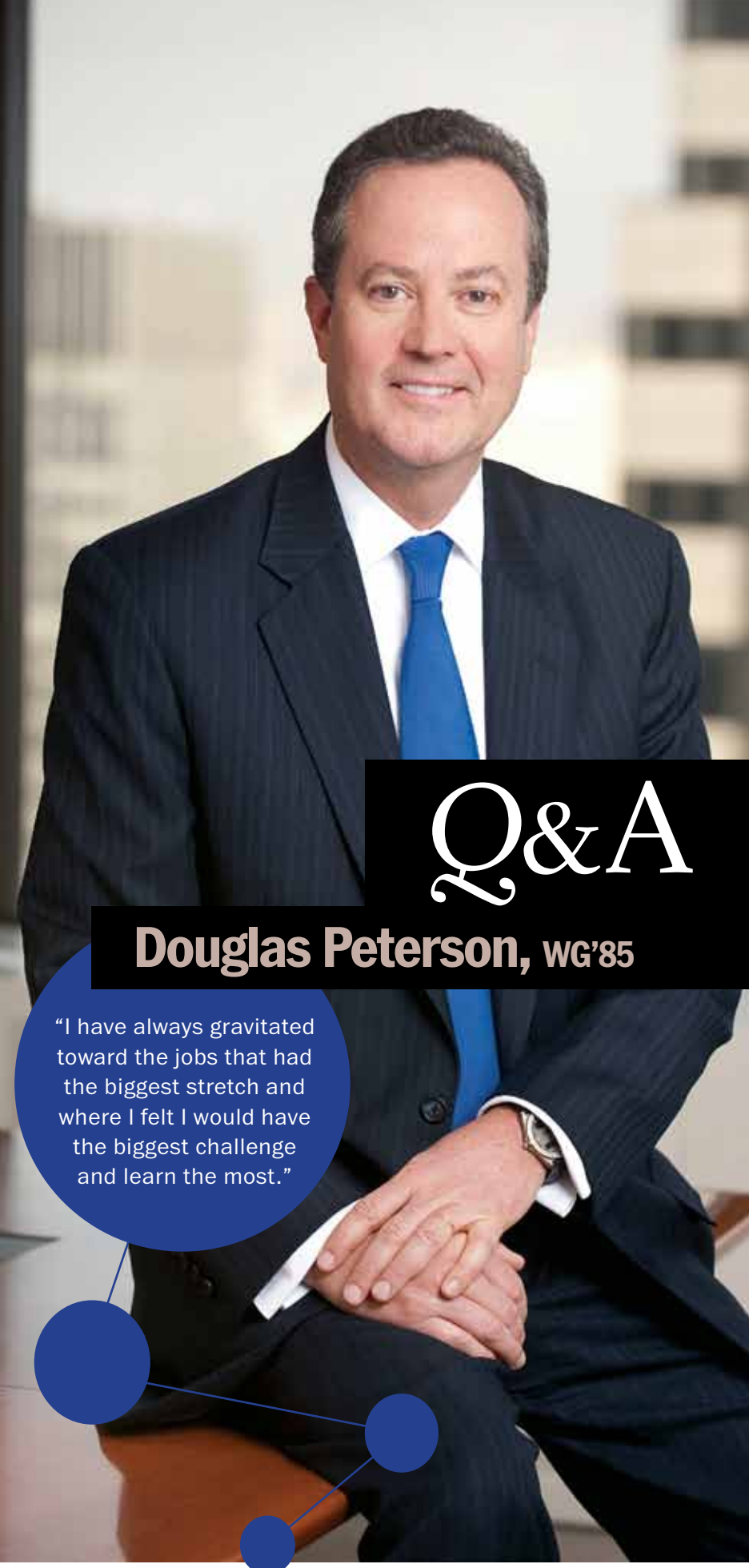
he tells us. “I have continued to apply all of those viewpoints.”

Thomas Gallagher, C'73, WG'75, managing director and CEO of Spectrum Capital Advisors, and a pre-eminent expert on the aviation and defense industries, particularly in the area of corporate finance, puts it this way: “There are very few days when I don't get up and think about something that I learned at Wharton, either the way to frame a problem, the way to analyze a problem or the way to set up decision criteria.”

All of our one-on-one interviews with our Wharton alumni—the others being **Janet Clark, WG'82; John “Jack” Smith, W'51, WG'52; Rosanna Ramos-Velita, G'92, WG'92; Marie J. Williams, G'95, WG'95; and Raj Venkataraman Iyer, WG'02**—bore insight about the significance of Wharton knowledge and the amazing ways that each graduate has applied it toward real-world impact.

Throughout this issue, you will find the faces of these and many more alumni, all leaders in their own right. This issue highlights the lives of scores of your Wharton classmates and peers and represents their achievements, both professional and personal. The submitted Class Notes images show alumni at rest and at work around the world, with their friends and family members. Combined, they represent the quilt of achievement, the global and social impact, of Wharton alumni. Indeed, taken as a whole, the stories and faces in this issue reveal just how powerful and diverse the Wharton brand truly is.





Q&A

Douglas Peterson, WG'85

"I have always gravitated toward the jobs that had the biggest stretch and where I felt I would have the biggest challenge and learn the most."

Rating a Wharton Leader During Times Of Change

In August 2011, Standard and Poor's made the historic decision to downgrade the U.S. credit rating. Just a month later, on September 12, Douglas Peterson, WG'85, took his place as president of the ratings agency. Despite the obvious challenges he was about to face, Peterson embraced the opportunity to take on a global operating role during a period of change and uncertainty and left his position as COO at Citibank NA, an organization he had been with since his graduation from Wharton. Beyond his role as a manager at home and abroad, and his experience dealing with regulators and policymakers, he is a lover of jazz, archeological ruins and a devoted family man to boot.

WHARTON MAGAZINE: When you first started at S&P, it was a time some commentators called a crisis mode at S&P following the downgrade of U.S. sovereign debt. What was it like to step into that situation?

DOUG PETERSON: I would not characterize it as a crisis mode. My view is that, over the last five or six years, [S&P] has been going through a lot of change having recently become regulated, and because of that and other reasons, coming up with new processes, new procedures, new methodologies, new ways of working, etc. So I think the foundation that was put in place over the last five years at S&P is quite solid and there are opportunities to continue to improve and make it better all the time in light of Dodd-Frank and other things. So I would say that, as opposed to crisis mode, I think of it as a lot of change going on and my job is to make sure that that change is well organized, well orchestrated and well understood by the organization.

The other side is that the rating agencies and S&P are in the spotlight. There is a lot of attention being paid. We're in a very delicate, very volatile

risk environment, and ratings are very visible. Many critical ratings decisions have been made, and they get a lot of publicity.

WM: Why would you want to step into the position during such a time of intense change and attention?

PETERSON: The one simple answer I would tell you is that, throughout my entire career, I have always gravitated toward the jobs that had the biggest stretch and where I felt I would have the biggest challenge and learn the most.

WM: In January 2012, S&P downgraded several European nations. How were these downgrades handled differently than the U.S. downgrade?

PETERSON: There's a set of very well-developed, thoughtful criteria that is the core of how we develop our package for a ratings committee. In the case of sovereigns, there is a long experience—40 years and even longer—with sovereign ratings. It's a global team in place looking at comparability and a global leveling of ratings. But then there's an individual country review that includes several factors [external, fiscal, monetary, political and economic]. It's a very in-depth review that's done country by country.

So for me, it's critical that there is an incredible amount of integrity and quality in that process.

But then when you get to what was different in the rollout of the European downgrades, the only thing I might say is that, because it entailed multiple countries that were being reviewed and ended up with some downgrades, some affirmations of the ratings, we decided to have a carefully orchestrated communications plan. That's not to say that there wasn't also a careful communications plan with the U.S. downgrade, but I wasn't here when that one took place.

WM: How would you describe your leadership style?

PETERSON: I've developed over the years a conceptual model about the elements of leadership that I think are important. They're simple. One of them is having a vision and ensuring that there is a vision for the organization. Another is certain

core values. That you have integrity, and integrity is part of your system of management. The third is that you have accountability in the organization and that roles are defined, roles are clear and that people are accountable for what they do. And then the glue that holds all that together is communication. So I'm a big believer in internal communications, external communications and consistency in communications. And underlying all of that is a foundation of something that I found no matter what culture I've worked in and no matter where you are in the world: You need to have a foundation of respect.

WM: One of the ways you've been described in the press is as methodical and process-oriented. Do you agree?

PETERSON: I find that this is an interesting characterization. I'm smiling to hear this. What I don't want to be known as is obsessive. I think of myself as process-oriented. I am methodical. Maybe the way I've always thought of it my whole life is that I'm really organized.

I'm going to segue to an observation I've had. I've been really surprised at how many people over my career I've worked with who don't follow up on things. You can organize, you can run a business, or run a team or something, and I've become a believer in a certain level of structure that gives your team expectations that you're going to have a meeting on a certain cycle and you're going to have an agenda of things you're going to follow. Then when ideas come up, somebody's going to be responsible for following up and tracking it.

WM: How are your Wharton knowledge and experience still helping you to have impact in your professional life?

PETERSON: Wharton for me was a transformational experience from having been a mathematician and worked in econometric modeling in the oil industry. I was looking for Wharton to be a way to give me a different view of strategy, of international business, of finance and accounting, both broader strategic and management skills, and then also the technical and financial skills. So in a sense, I have continued to apply all of those viewpoints.

I think about my ability to have become an effective banker right after I left Wharton and joined Citibank in 1985. The foundational skills I had from Wharton allowed me to become a banker really fast. As I progressed through my career and spent less time on individual transactions or individual clients and became more strategic, I was able to draw on other sorts of skills: marketing, strategy and planning, and other skills that I also picked up at Wharton.

WM: What were you like when you were a student on campus?

PETERSON: I was very curious. I've been curious my whole life, so I was involved in multiple activities. I was extremely international. I was part of the Asia Club, the Latin America Club, the Europe Club and the International Students Club. I was trying to go to [see] as many senior corporate and other leaders who were coming to campus. I was very curious and I was working hard, but I was also active with different groups to reach out, to try to learn more about the world.

WM: Can you talk about some of your pursuits and hobbies outside of work?

PETERSON: I had a period where my family was my hobby. That sounds a horrible way to say it, but spending time with my kids was absolutely important because they were growing up, and I preferred to go to soccer practice than almost anything else. They're in college now. But other sorts of hobbies that were extremely fun, important, and I've kept them up through my entire life. Jazz music is one. I really like to travel a lot. And within travel, one of my favorite things is archaeology, and I'm a big fan of going to archaeological sites, temples, lost cities. This sort of thing is a very big interest of mine, and I have a list of places I have yet to go!

WM: What are your favorite locations?

PETERSON: My favorites so far are Machu Picchu in Peru, Angkor Wat in Cambodia and Kyoto. Kyoto is not really an archaeological site, but Kyoto is magical.

WM: Getting back to your love of jazz, do you play an instrument?

PETERSON: When I was young, I played lots of instruments, but I don't play anything anymore. Just the iPod. ■

Resourceful Alumni

BY ANNE FREEDMAN

Ruth Manfredi, WG'99, decided she wanted to save the village where her heart is. Some of the first people she contacted to help her were Wharton alumni. They responded with information, contacts, ideas and funds to help rebuild Vernazza, a “very small, sleepy village,” as she describes it in the Cinque Terre region on the Italian Riviera.

She met her husband in Vernazza in 1995. She married him there in 2001. And she lived there in the summers and on weekends—before torrential rains, massive flooding and mudslides from the surrounding mountains deposited nearly 15 feet of mud and debris in the medieval coastal town on Oct. 25, 2011, causing about \$100 million in damages and killing three people.

Manfredi, a native of South Salem, NY, who now lives in La Spezia, about 20 minutes away from Vernazza, joined two other American women who have homes in Vernazza to create the nonprofit organization Save Vernazza. They reached out to friends, former tourists and those with connections to the town. They relayed the story of the disaster and began raising funds for reconstruction.

At the same time, Manfredi reached out to three members of her Wharton Learning Team—**Evan Betzer, WG'99; Elena Lytkina, WG'99; and Bob Lach, WG'99**—as well as another friend from Wharton, **Lucy Carone Elliott, WG'99**.

From them, she learned about fundraising. They helped her fine-tune ideas, set goals, and put her in touch with experts knowledgeable about setting up nonprofit organizations. She got advice, connections and donations, and the effort to rebuild Vernazza moved forward.

The Club Scene

The Wharton network is a powerful tool for alumni in so many different ways, but the School has other resources



that alumni can count on to aid them in personal or business pursuits. These include online and offline networking tools, Lifelong Learning educational programming, career development tools and School communications.

One example of offline networking tools are the alumni clubs found in cities and countries around the world, including Italy, where Manfredi reached out to the Wharton Club of Italy. The response was more than gratifying, she says.

Maggie Dufresne, WG'86, a past president of the club, shared “fantastic ideas” about nonprofit structural issues and fundraising activities, Manfredi says.

“This is a perfect example of the Wharton network,” she says. “You call someone you have never met, and they respect the Wharton connection and totally help you out. I think that’s very powerful.”

Save Vernazza has raised about 115,000 euros from about 950 donors throughout the world, as well as gained publicity from such media as CBS News and the *New York Times*. Manfredi is currently working to create a U.S.-based nonprofit and is also considering approaching Wharton to see if students may be interested in a group or individual project to assist with the reconstruction.

Underlying her efforts, Manfredi says, are the lessons she learned at Wharton: “I really do believe in the power to make a difference.”

Betzer, principal of Stoneworth Financial LLC, a boutique investment bank in Houston that focuses on mergers and acquisitions and corporate development, downplays the help he provided to Manfredi, but he doesn’t downplay the assistance that Wharton’s resources have offered him over the years.

“Part of the reason [students choose Wharton] is for this network,” he says. “I plug into the Wharton network constantly. When I reach a challenge on a deal, when I need outside thinking on the way to approach something, when I need a contact within a company, I just find it’s a tremendous resource for getting business done.”

He recalls one client—a Houston-based company in the energy industry—that had been approached by a European concern about acquiring it. The opportunity to leverage their capabilities internationally attracted the client, although that particular potential acquirer wasn’t an “ideal match,” he says.

“But through classmates and contacts here with the Wharton Club of Houston, I was able to introduce them to the biggest names in the management consulting industry,” he says.

Betzer was then able to get the Houston energy firm into acquisition discussions and solidify a strategic alliance.

A past president of the Wharton Club of Houston, Betzer cites another example of his local network in action. Recently, a board member with whom he previously served called him out of the blue with a reference.

“He wouldn’t be familiar with me if I hadn’t volunteered my time and he hadn’t volunteered his time and we worked together on the Wharton board,” Betzer says. “I am now working with the client he referred.”

“I have heard it said, ‘Before the age of 40, your success depends on what you know. After the age of 40, your success depends on who you know;’ ” he adds.

Mastering the Monsters of Career-Building

Pascale Nicolet, WG'94, took over the Wharton Club of Houston’s career-networking group in 2008. Since that time, it has grown from about five or six members to as many as 90. The club tries to limit attendance at the bi-monthly networking meetings to about a dozen, says Nicolet, a former McKinsey & Co. consultant who is now principal of TOPerformance, a Houston-based consultancy focusing on change management and organizational performance.

Attendees at the career-networking meetings, she says, are often Wharton alumni “in transition” or “at a crossroads.” They may be seeking new or better jobs, or may be consultants and entrepreneurs looking for business prospects and contacts.

“Networking puts you directly in contact with people who are in [targeted] corporations instead of trying to go through the human resource ‘black hole,’ as we call it,” she says.

The career-networking group members also offer coaching, feedback, career-development advice, resume-reviewing and contacts. Many members have found better jobs, according to Nicolet, and gone into business together.

That latter situation was the case when she matched **Brian Swain, WG'91**, with David Kroll, who graduated from Rice University.

The result of Swain and Kroll’s partnership is My Best

Plan, which, Swain says, analyzes the “very byzantine pricing structure” of electric companies in Texas and provides clients with the most cost-effective options for electricity.

“As a general matter,” says Swain, who is now active in a combined Penn and Wharton group in San Antonio for business and social reasons, “the broader your network is, the better it is. And if the network is comprised of people you know or have a connection with from a School standpoint, so much the better.”

Nicolet has herself benefitted professionally from the networking group, with all of her business coming by way of it, mostly from Wharton alumni. An example is one current project designed to streamline operations at Houston’s Housing and Community Development Department. That project came her way, she says, because she became acquainted with HCDD Director **Jim Noteware, WG’76**, at the group meetings and elsewhere.

Wharton-Level Stimulation

Betzer, who also serves as a member of the Wharton Alumni Executive Board, says he is a fan of the multimedia information available on Wharton’s website. Particularly, he

recalls a video he watched when he was feeling “whipsawed by the market crash” in 2008, when he was feeling anxious to put the economic situation in context and be reassured that recovery would come eventually. Wharton’s website transported him to campus virtually and allowed him to plug into the intellectual stimulation that is common there. The “fascinating” video in question was of Russell E. Palmer Professor of Finance **Jeremy Siegel** talking about the financial situation and the reasons behind it.

Being able to access that “kind of intellectual foment” from anywhere in the world, he says, “is very valuable.”

He is equally enthusiastic about WhartonConnect and Wharton’s LinkedIn groups, which he uses to find new contacts, discuss potential deals and seek help with business problems.

Paul Lima, GEx’03, managing partner of Lima Consulting Group, shared his WhartonConnect-related success story.

The tale began when Lima, an adjunct member of the Wharton Alumni Executive Board, leveraged a marketing class at Wharton and asked the students to conduct a study to help him explore the possibility of expanding to Latin America. Based on that research, he decided to focus on the promotion

of online marketing software to Brazilian financial services firms. Lima then “booted up” WhartonConnect and identified graduates in those industries, “who were happy to meet with me when I arrived,” he recounts.

One of those alumni was **Odemiro Fonseca, WG’75**, a member of the Executive Board for Latin America, who advised Lima on ways of navigating the “added levels of bureaucracy” in Brazil that affect foreign organizations.

Lima has also taken advantage of Wharton’s educational resources by enrolling in the Executive Master’s in Technology Management program, as well as participating as a student on a Wharton Global Immersion Program (GIP) trip to explore Brazil’s business environment.

Because of connections made during the GIP, he explains, his company was able to close “the top deal” in Latin America for Adobe’s marketing business unit in 2011.

Lima says the Wharton network was also helpful in deciding to postpone expanding to Colombia, after consulting another board member, **Luis Andrade, WG’86**, who founded the McKinsey operations throughout Latin America.

Wharton’s commitment to its alumni, through its alumni network, Lifelong Learning, and online and offline resources,



ON THE WEB

Share your own success story to receive Wharton swag. Post on the official Wharton Alumni LinkedIn group or tweet us @WhartonAlumni. Include #WhartonSuccess in your thread or tweet to be considered for free stuff.

is clear. But why are Wharton alumni so committed to each other?

“People are willing to help each other because we have a sense of affinity, I suppose,” Nicolet says. “[We] know we have a quality education, we are all motivated and we are all most likely to do a very good job. So we feel comfortable introducing people.”

Swain finds it “remarkable” that many other people might not be connected with their alma mater and its network.

Perhaps they see the relationships as costly time investments, Betzer wonders, though he sees them as “assets” that pays dividends. The in-person and online networking, educational and other School resources are ways to maintain those assets.

“Much in the same way that you don’t invest in a home or an expensive car without intending to maintain it over time,” he says, “a Wharton degree carries lifetime benefits and should be maintained as one would a long-term investment.” ■

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Janet Clark, WG '82

Q&A



"I think you learn from everything, and I have generally had good experiences or certainly benefited from any challenges that I've faced."

A Well of Leadership

Janet Clark, WG'82, developed into a leader during her MBA at Wharton. Few female chief financial officers exist in the corporate world, even fewer in the energy sector, especially if they didn't grow up in the business. But Clark transitioned from being an investment banker for 15 years to running energy businesses, first as CFO at Santa Fe Energy Resources and Resources and since 2004 at Marathon Oil Corp. as executive vice president and CFO. It wasn't a career trajectory she plotted out. But in retrospect, her rising-star career path makes perfect sense after her Wharton education.

WHARTON MAGAZINE: Are there early parts of your career that you wish you could do over?

JANET CLARK: I think you learn from everything, and I have generally had good experiences or certainly benefited from any challenges that I've faced. So I'm pretty content with how things have evolved. I probably have a more unusual career path in the sense that I did take time off, and it wasn't because of family or any other reason other than I just wanted to live life.

After I left First Boston where I was involved in investment banking, I took about two and a half years when I did some consulting assignments. I like to say I caught up on life.

WM: How do you feel when you win an accolade like "100 Most Power Women" from *Forbes* or "Best CFO of the Year" by the *Houston Business Journal*?

CLARK: It's fun, there's no question about that. It also makes me reflect on how fortunate I've been. Making the switch from investment banking

straight to a chief financial officer job at Santa Fe Energy, which was a pretty big oil and gas company, was certainly fortuitous. And not everybody gets that opportunity. I've had some great opportunities. I've taken advantage of them, of course, but I do have to acknowledge that I have been very fortunate.

You have to take risks too. After Santa Fe, I was at a small oil and gas company called Nuevo Energy, and that was where I got the call from the executive recruiter about the CFO job at Marathon Oil, a very large corporation. There was actually quite a bit of risk in making that move, particularly at the time.

WM: At Wharton, were you on the ambitious side?

CLARK: When I say that I'm not ambitious, people look at me like I'm crazy. But I never really had a plan for what I was going to do. A lot of people had very planned-out ideas of how their career would develop over time. Whereas, I take advantage of opportunities rather than trying to prescribe what the optimal career path should be and then sticking to that game plan.

WM: How has the knowledge for action that you derive from Wharton actually helped you in your career?

CLARK: The biggest thing I got out of my experience at Wharton was learning leadership skills. You can't have action without leadership, or at least it's hard to have the optimal action.

It's very clear to me that the best leaders are the ones who are interested in doing the right thing. And that means doing the right thing for employees, for shareholders, for the communities where you operate, and [it] drives sustainable

value. Cutting corners, or trying to get away with something, you might achieve short-term gain, but long term it will destroy value.

WM: Do you have favorite spots to travel for business?

CLARK: I enjoy going to visit the field operations more than anything.

WM: Do you actually go out on the rigs?

CLARK: Oh, yeah. Whether it's a FPSO (a floating production, storage and offloading) operation, an offshore facility, offshore in Norway, or onshore in West Africa, Libya, I really love getting out in the field.

WM: Is there something that stands out where you feel like you've really been able to make a difference?

CLARK: I certainly am very involved in community affairs, particularly as it relates to education. I'm on the board of the Houston chapter of Teach for America, on the board of YES Prep Public Schools, which is a charter school aimed at kids from low-income families who want to go to college, which is enormously successful and very satisfying. I am also on the board of Houston Symphony and a number of other organizations.

I've had a lot of opportunities to share my experiences with younger women who are earlier in their career. And that also is very satisfying, to feel like I can help them along.

WM: You mentioned you enjoy music and are a supporter of the Houston Symphony.

CLARK: Yes. We have wonderful arts, and it's so very accessible. Having lived in Manhattan for a long time—a fabulous place for the arts—it's a lot easier to get involved in Houston. ■

Wharton's High Diplomats

THE WHARTON CLASS AMBASSADOR PROGRAM HAS BEEN SUCCESSFUL IN LARGE PART BECAUSE OF THE ENERGY AND COMMITMENT OF A SELECT NUMBER OF ALUMNI.

By Matthew Brodsky

Ambassadors of the diplomatic ilk are eminent individuals, friends of presidents and senators, and representatives of the highest ranks of business and society. One of America's first ambassadors—and perhaps the most prominent one—was Benjamin Franklin, who engaged French leaders in Paris during the Revolutionary War. He negotiated the financial and military support that resulted in victory for the 13 colonies. In many ways, our Wharton Class Ambassadors are a similar breed, descendants of the University of Pennsylvania's founder.

Alumni leaders from Wharton's MBA program drive the Wharton Class Ambassador Program and strengthen the School and the proud philanthropic tradition begun by Joseph Wharton in 1881. They strive to build lifelong engagement and fundraising relationships between their classmates and the School. The results are a class that is more connected, and classmates who are inspired and proud supporters of Wharton.

"The Ambassadors are the bridge between alumni and the Wharton School," says **L. David Mounts, WG'04**, CEO of Inmar and president of the Wharton Alumni Executive Board. Together with members of the board, Mounts propelled the Class Ambassador Program from possibility to fruition.

What drives Ambassadors to participate in the program? One explanation is a sense of appreciation toward Wharton. Another is the sense that Wharton requires the time, talent and treasure of alumni to continue to provide its world-class educational opportunities to current students.

"They are there to coach alumni in how to maximize their lifelong relationship with the School and to provide leadership in stewarding and protecting the Wharton brand and experience for future generations," Mounts says about Ambassadors.

A third potential reason for Ambassadors' dedication is the challenge of it. **Thomas J. Gallagher, C'73, WG'75**, managing

director and CEO of Spectrum Capital Advisors and a Class Engagement Ambassador, recalls his experiences co-chairing his 35th Reunion, when he found it difficult to get classmates back to campus. At their point in the lives, the alumni were completing careers and perhaps had less reason for professional interaction with their peers and the School.

"They had other interests, other priorities, or they were on other continents," Gallagher says. "And so it occurred to me that maybe we needed a new way to engage them, a new reason for them to reconnect or continue connecting with Wharton."

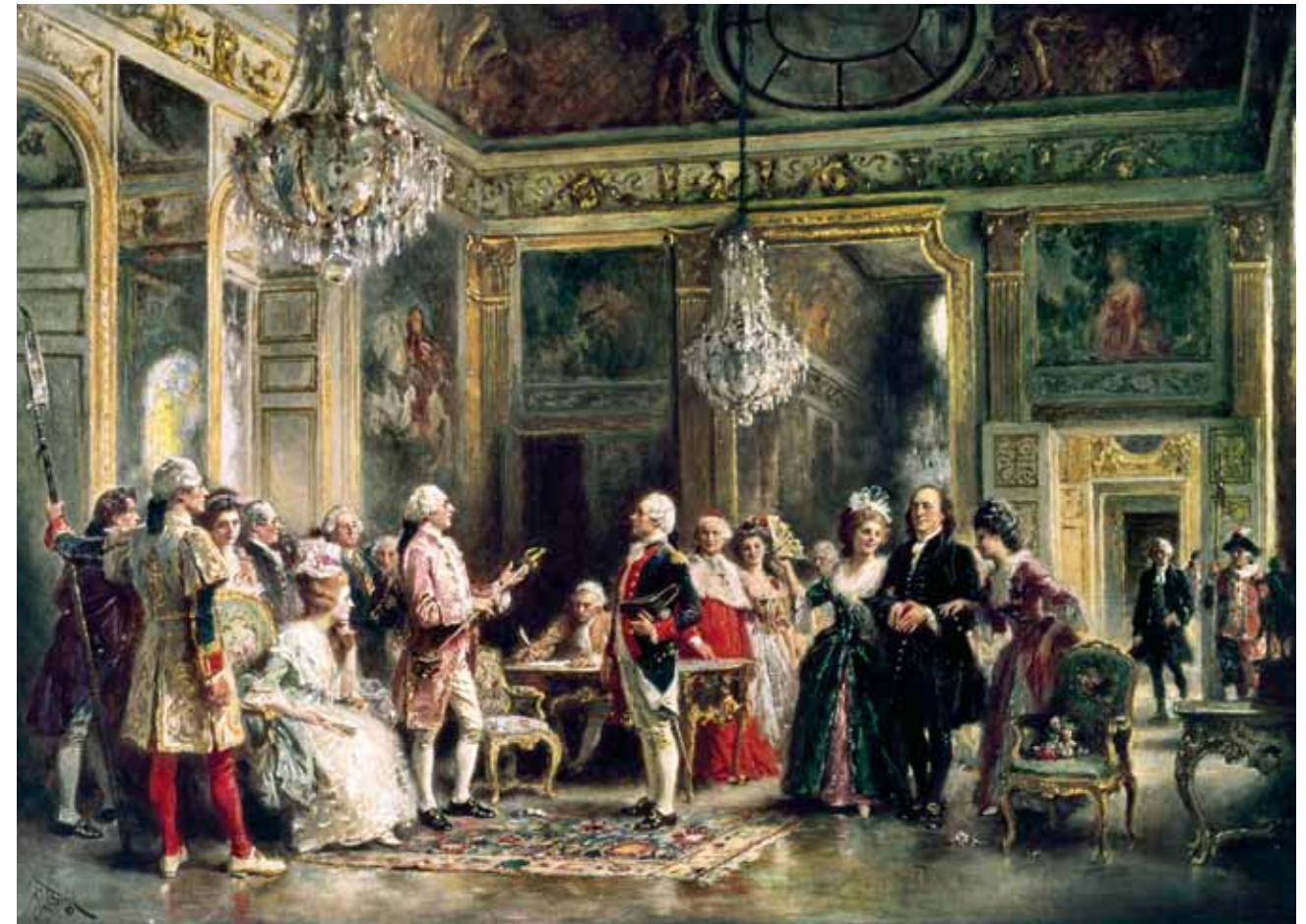
Experimenting with these new methods of engagement had a "real appeal," he adds.

TO DEVELOP AND TO ENGAGE

The Ambassadors view themselves as one unit that strives to bring alumni back into the family's fold and keep the alumni community up to date and informed. They reach out to their classmates to share information about upcoming engagement opportunities and educational events and to encourage them to attend and participate in campus programming. They also utilize online tools, by helping to launch and maintain social networking sites for their classes.

Many Class Ambassadors are exemplars of the Wharton standard of philanthropy. They encourage their peers to support the Wharton Fund and share updates of the Fund's progress. They identify and recruit future Ambassadors and engagement volunteers.

"I think there are two key roles. One role is that of engagement, and the other role is communication. So one is just getting people connected and keeping them connected, because the bonds that we have with other classmates are a key piece of the bond that we have with the University, in my opinion. And communication is the other big part," says **Marie**



"John Paul Jones and Benjamin Franklin at Louis XVI's Court" by Jean Leon Gerome Ferris

J. Williams, G'95, WG'95, senior director of digital innovation at Hilton Worldwide, and a Wharton Class Engagement Ambassador.

Much of the communication aspect, according to Williams, is informing fellow alumni about educational resources, such as the free Wharton-sponsored webinars, research and blogs. She also hopes to direct her classmates to the alumni database, **WhartonConnect**, which incorporates alumni's digital, personal information, such as Facebook and Twitter, and makes it ever easier to reconnect.

Then there is the fun. Wharton Class Ambassadors can serve on Reunion Engagement Committee. They attend Wharton Reunion Weekend and lend a hand with Reunion Kick-off Events.

Williams recalls how her involvement with the program began when she volunteered for her 15th Reunion.

"We had **Craig Enenstein, G'95, WG'95**, who's a dynamo and really spearheaded the whole reunion for our class. [He] basically recruited me and said, 'How would you like to be communications chair? So I didn't quite know what I was getting myself into.'"

ON THE WEB

Discover more about the Class Ambassadors Program at wharton.com/ClassAmbassadors.

Williams laughs at that now because she knows what she got herself into: some work but an extremely enriching relationship with the School.

"The Reunion was a tremendous success, and I really just wanted to keep that going. So I wanted to keep our class connected going forward and share what we did with other Ambassadors," she says.

One reason that the Ambassadors' efforts are successful is that their approach to their classmates is flexible and personal.

Perhaps the more profound explanation is that their calls to action are coming from peers, explains **Raj Venkataraman Iyer, WG'02**, managing director with hedge fund Canyon Capital Advisors and a Class Development Ambassador.

"I'm hardly a natural fundraiser, but the value proposition and the pitch to my peers are pretty straightforward," he adds.

It becomes a matter of mutual responsibility to engage and support the School and classmates.

"At Wharton, we have an intergenerational responsibility to each other," Gallagher says.

It is perhaps not as revolutionary a concept as independence from the King of England, but the principle that alumni must "take the call" from one another has led to one of the best, if not the best, alumni networks in the world. ■

Q&A

John “Jack” Smith, W’51, WG’52



“That was a course of study that I’ve used in my whole business career, understanding the financial end of businesses.”

Steering the Ship of Mentors

John “Jack” Smith, W’51, WG’52, worked in sales and in market development. He was an officer in the U.S. Navy and an entrepreneur with his own executive search firm, The Penn Partners. He was an executive too—first vice president of marketing, then president, followed by chairman of the board at Modern Group Ltd., a materials-handling firm out of Bristol, PA. Now chairman, retired, he makes his way into the office at least three times a week. A gardener and golfer, grandfather and great-grandfather, Smith is also leading the charge with the Wharton Graduate Emeritus Steering Committee.

WHARTON MAGAZINE: What would you say has been your biggest impact in the business world or in your community?

JACK SMITH: Why don’t we take Modern because I’ve been there now since ’89. I think the role I played in the transition from an owner/founder to a broader professional management team, taking over the management and then taking over the running of an ESOP [employee share ownership plan] company, has been very interesting and it’s been challenging. Fortunately, even though the marketplace is a little tough at the present moment and has been for a couple of years, we’ve been successful.

WM: What in particular did you learn in a classroom at Wharton that is still valuable to you today?

SMITH: I was a Wharton graduate only one year, and in the second half of the year, a new cost accounting program opened up. I asked the dean of the marketing

department: Could I switch to his course? He taught it, and he let me do it. And that was a course of study that I’ve used in my whole business career, understanding the financial end of businesses.

WM: Is there a moment from your varied career that you are particularly proud of?

SMITH: I’ll answer that question from a funny angle. When I was with Gould and general manager of their automotive battery manufacturing business, we submitted a quote to build a maintenance-free battery plant for the Iranian army, when that government was controlled by the Shah.

I’ve always claimed that I lost the bid because, when I was asked a question by the secretary of war, a five-star Iranian air force general, about some political comments, I assured him that there was no room and no money in our budget for briber. I think that’s what lost me the deal, right when I told him that.

Losing it was very fortunate. Three months after the contract was given to a German battery outfit, the Shah of Iran was overthrown. I would have had close to a dozen men in Iran at that time, and I was awfully glad they weren’t there. So it was a good contract to lose.

WM: How was your Navy experience?

SMITH: I’d recommend any young man or woman, getting out of college, to do that nowadays, that they consider going into the military as part of their education and training.

WM: If you had one piece of advice for fellow alumni, those currently in the middle of a successful, busy career, what would it be?

SMITH: Try to develop enough time in your schedule to participate with your family and with your community,

including the University. For those who don’t live around Philadelphia, there are so many alumni clubs and groups throughout the country and, in fact, throughout the world.

WM: Will you ever truly retire?

SMITH: A lot of people ask me that. The only one who understands me is my wife. She says it’s good for you to go out three days. Yes, I will retire, but I principally now spend time with significant customers and new customers, helping salesmen get established and building that relationship to a very strong, ongoing operation.

WM: If you do retire, do you have any hobbies or outside pursuits that you really would dive into?

SMITH: Well, I still play golf and tennis, and I would hope to continue those. I gave up squash last year. I like gardening, but we’ve just moved from our home to a retirement village, so my gardening will be less. But I would hope to develop some participation with nonprofits where I can add something.

WM: Your favorite vegetable to grow?

SMITH: I guess potatoes might be. I usually grow a crop of two or three different types of potatoes.

WM: What is it about the Wharton Graduate Emeritus Steering Committee that makes you work so hard to promote it?

SMITH: The idea of trying to get together the senior alumni—my term, instead of the “old guys”—is that they have a lot of experience, a lot of exposure. If we can develop the right process, we will be able to bring that experience to the younger MBA students and alumni so it would be helpful for both. That’s what I’m trying to do. ■

around the world

connected with clubs

The Wharton Global Club Network is comprised of more than 75 clubs. Some date back four decades, while others have launched successfully in recent years.

All regional and affinity clubs are founded, developed and organized by alumni. They are independent, volunteer-driven and self-sustaining networking organizations that interact and engage with the Wharton School to realize the collective vision of offering top-quality programming, communications and engagement among the student, faculty and staff communities and the broader global alumni communities. Wharton Alumni Relations supports this outreach by facilitating engagement between students and faculty and connecting club leadership to share best practices and successes.

The size and activity of the clubs can vary based on the number of alumni in the given area or industry. While clubs with fewer than 50 alumni may meet infrequently, their presence can be pivotal. They support student activities; provide outreach to the broader community and corporations to raise awareness about the Wharton School, its programs and Executive Education opportunities; and connect with prospective students to educate them about the Wharton MBA programs.

Large clubs such as those in New York, Philadelphia, San Francisco and Boston have dozens of volunteers and special-interest groups, offering alumni numerous opportunities to engage with the local Wharton community during as many as 200 events a year.

Wherever you reside or whatever industry your career may be thriving in, take advantage of these networks and get involved. Sign up for club newsletters and attend an event. Join the more than 800 volunteers who serve in leadership roles throughout the network. Don't wait until you need the help of the network to build and strengthen your ties to the Wharton community. Build that network now.

The next several pages comprise a full listing of the Wharton Global Club Network, including leadership and contact information and the number of alumni in the respective area.



UNITED STATES & CANADA

Penn and Wharton Club of Arizona

Online Presence: www.pennclubaz.org
No. of Alumni in Area/Field: 585 (Wharton only)
Contact: Michael Spector, W'66, president@pennclubaz.org
No. of Events: 12+

Penn and Wharton Club of Austin

Online Presence: www.pennwhartonaustin.com
No. of Alumni in Area/Field: 277
Contact: Irina Sasu, WG'95, President, rhapsodydobes@earthlink.net
No. of Events: 5

Penn and Wharton Club of Toronto

Online Presence: www.pennwhartontoronto.com; Facebook
No. of Alumni in Area/Field: 553 (Canada total, Wharton only)
Contact: Steve Hucal, WG'79, Wharton Co-President; Andrea Loayza, C'08, Penn Co-President, presidents@pennwhartontoronto.com
No. of Events Per Year: 24

Wharton Club of Atlanta

Online Presence: www.whartonatlanta.com
No. of Alumni in Area/Field: 1,329
Contact: Jenny Bass, WG'04, jenny.bass@gmail.com
No. of Events: 9+

Wharton Club of Boston

Online Presence: www.whartonboston.com; LinkedIn; Facebook
No. of Alumni in Area/Field: 5,961
Contact: Alexander Brown, WG'05, President, abrown@whartonboston.com
No. of Events: 60+

Wharton Club of Central Florida

Online Presence: LinkedIn
No. of Alumni in Area/Field: 428
Contact: Michael Harbison, WG'76, President, michael.harbison.wg76@wharton.upenn.edu
No. of Events: 3

Wharton Club of Charlotte

Online Presence: www.whartoncharlotte.com
No. of Alumni in Area/Field: 1,506 (North and South Carolina total)
Contact: Andy Cohen, WG'86, President, andyjcohen@gmail.com
No. of Events: 12

Wharton Club of Chicago

Online Presence: www.whartonclubchicago.com; LinkedIn
No. of Alumni in Area/Field: 2,195
Contact: Spencer Stern, WG'93, President, spencer.stern.wg93@wharton.upenn.edu
No. of Events Per Year: 10 (plus monthly happy hour)

Wharton Club of Colorado

Online Presence: www.whartonclubofcolorado.com
No. of Alumni in Area/Field: 804
Contact: Lauren Sveen, WG'90, President, lauren.sveen.wg90@wharton.upenn.edu
No. of Events: 3-5

Wharton Club of Dallas/Fort Worth

Online Presence: www.whartondfw.org
No. of Alumni in Area/Field: 1,025
Contact: Stacie Hyatt, WG'00, President, staciehyatt@yahoo.com
No. of Events: 8

Wharton Club of Greater Tampa Bay

Online Presence: Website coming soon; LinkedIn
No. of Alumni in Area/Field: 770
Contact: Karen Burns, WG'86, President, whartontampabay@mac.com
No. of Events: 2+

Wharton Club of Houston

Online Presence: www.whartonhouston.com
No. of Alumni in Area/Field: 1,052
Contact: Leah Barton, WG'04, G'04, President, whartonhouston@gmail.com
No. of Events: 50

Wharton Club of Maryland

Online Presence: www.whartonmd.com
No. of Alumni in Area/Field: 2,395
Contact: Heather Rosenbloom, C'92, WG'00, President, h.a.rosenbloom@gmail.com
No. of Events: 1-3

Penn and Wharton Club of Michigan

Online Presence: www.pennclubmi.org
No. of Alumni in Area/Field: 599 (Wharton only)
Contact: Scott Hauncher, W'93, President, president@pennclubmi.org; Garrett Kanehann, WG'94, Jay Hansen, W'85, whartonVP@pennclubMI.org
No. of Events: 6-8

“Last night I attended a very interesting and informative speech by Gerry Lipkin, the CEO of Valley National Bank, the largest NJ-based bank. The talk was hosted by the Wharton Club of NJ, a small but growing group of Penn alumni that hosts up to a dozen talks or outings like this each year.

Wharton Club of NJ is a great way to reconnect with Penn and how much it has meant to all of us. It offers an opportunity to meet and chat with new friends, like **Diane Goldman, W'82**, whom I met at a recent event featuring Lt. Gov Kim Guadagno, and **Ken Drossman, W'71, WG'72**, the current club president whom I spent some time with last night learning about his new consulting venture. I got to catch up with classmate **Sharon Kornstein, W'80**, who was one of two people who helped set up the Lipkin event and is always smiling and engaging with newer members.

—Edward “Skip” Swikart III, W'80

Wharton Club of Minnesota

Online Presence: Listserv
No. of Alumni in Area/Field: 300 (Wharton only)
Contact: Julie Hughes, WG'92, President, julie.hughes.wg92@wharton.upenn.edu
No. of Events: 6

Wharton Club of New Jersey

Online Presence: www.whartonnjclub.com
No. of Alumni in Area/Field: 7,698
Contact: Ken Drossman, W'71, WG'72, President, krdrossman@optonline.net
No. of Events: 11+

Wharton Club of New York

Online Presence: www.whartonny.com
No. of Alumni in Area/Field: 30,000
Contact: Kenneth Beck, WG'87, President, info@whartonny.com
No. of Events: 200+

Wharton Club of Northeast Ohio

Online Presence: www.whartonclubneo.org
No. of Alumni in Area/Field: 1,176 (all Ohio)
Contact: Rebecca Bar-Shain, WG'92, President, rbarshain@cedarbrookfinancial.com
No. of Events: 16

Wharton Club of Northern California

Online Presence: www.whartonclub.com
No. of Alumni in Area/Field: 8,800 (California total)
Contact: Michael Strohecker, WG'04, President, whartonclub@gmail.com
No. of Events: 70+

Wharton Club of Philadelphia

Online Presence: www.whartonclub.org, LinkedIn
No. of Alumni in Area/Field: 12,148
Contact: Gloria Rabinowitz, WG'78, President, gloria_rabinowitz@verizon.net
No. of Events: 50



ON THE WEB

Don't see a Wharton or Penn club in your area or industry? Want to create one yourself? Please contact the Alumni Relations office at alumni.relations@wharton.upenn.edu.

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I have been active in the Wharton Health Care Management Alumni Association for several years now. With frequent webinars offered, I have found it a great way to stay on top of the latest trends in the medical device and biotechnology industries. **The regional networking events have been a great way to keep in touch with old friends and to meet new ones.** Finally, access to the association's database of alumni has helped me in the past to quickly identify knowledge experts across industries and functions. I have enjoyed my involvement in the WHCMAA and look forward to continued participation.

—Richard Caligaris, WG'92

Wharton Club of Quebec

Online Presence: N/A
No. of Alumni in Area/Field: 553 (Canada total)
Contact: Dr. Marc Godin, G'87, WG'87, GR'88, President, marcgodin@videotron.ca
No. of Events Per Year: 2-3

Wharton Club of Rhode Island

Online Presence: N/A
No. of Alumni in Area/Field: 229
Contact: Carl Helmetag, WG'74, President, chelmetag@gmail.com
No. of Events: 3-4

Wharton Club of St. Louis

Online Presence: N/A
No. of Alumni in Area/Field: 357
Contact: Gian Cavallini, WG'99, President, Gian.cavallini@gmail.com
No. of Events: N/A

Wharton Club of San Diego

Online Presence: www.whartonsandiego.org
No. of Alumni in Area/Field: 700
Contact: Ellen Chang, C'88, WG'98, President, Ellen.chang.wg98@wharton.upenn.edu
No. of Events: 4-8

Wharton Club of Seattle

Online Presence: www.whartonseattle.com
No. of Alumni in Area/Field: 995
Contact: Joe Jornadal, W'91, President, joe.jornadal@foundationbank.com
No. of Events: 24

Wharton Club of Southern California

Online Presence: www.whartonsocal.com; Facebook; LinkedIn; Twitter
No. of Alumni in Area/Field: 4,756
Contact: Sarah McNeilly, WG'98, President, sarah_mcnelly@hotmail.com
No. of Events Per Year: 60+

Wharton Club of South Florida

Online Presence: www.whartonsouthfla.com; LinkedIn; Facebook
No. of Alumni in Area/Field: 2,125
Contact: David Cruice, WG'06, President, president@whartonsouthfla.com; administrator - admin@whartonsouthfla.com
No. of Events: 12+

Wharton Club of Western PA

Online Presence: www.whartonwpa.com
No. of Alumni in Area/Field: 846

Contact: Warren Wang, W'00, ENG'00, President, wwang@navigantconsulting.com
No. of Events: 5

LATIN AMERICA

Penn and Wharton Club of Argentina

Online Presence: www.pennandwhartonargentina.com
No. of Alumni in Area/Field: 194 (Wharton only)
Contact: Guillermo Rozenblum, WEV'00, grozenblum@hotmail.com; Matias Popovsky, WG'08, mpopov@palermo.edu
No. of Events: 6+

Penn and Wharton Club of Colombia

Online Presence: N/A
No. of Alumni in Area/Field: 104 (Wharton only)
Contact: George Garcia, WG'10, georgevargasgarcia@gmail.com; Laura Sanint, W'09, lalasanint@gmail.com (Co-Presidents)
No. of Events: 6+

Penn and Wharton Club of Mexico City

Online Presence: LinkedIn
No. of Alumni in Area/Field: 367 (Mexico total)
Contact: Jorge Margain, WG'07, jorge.margain@gmail.com
No. of Events Per Year: 5+



Penn and Wharton Club of the Dominican Republic

Online Presence: N/A
No. of Alumni in Area/Field: 100
Contact: Fabian Mendy, WG'92, President, elancafe@hotmail.com
No. of Events Per Year: 2-3

Wharton Club of Brazil

Online Presence: www.whartonbrasil.com.br, LinkedIn
No. of Alumni in Area/Field: 413
Contact: Marcelo Pasquini, WG'03, President, marcelo.pasquini.wg03@wharton.upenn.edu
No. of Events: 8

Wharton Club of Chile

Online Presence: N/A
No. of Alumni in Area/Field: 86
Contact: Jaime de la Barra, WG'91, President, Jaime.delabarra@cgcompass.com
No. of Events: N/A

ON THE WEB
 Learn more about all of the clubs at whr.tn/AlumniClubs.

Wharton Club of Monterrey

Online Presence: www.whartonmonterrey.com
No. of Alumni in Area/Field: 367 (Mexico total)
Contact: Sergio Borrego, WG'11, Young Alumni, sborrego@sigma-alimentos.com
No. of Events Per Year: 4-5

Wharton Club of Peru

Online Presence: N/A
No. of Alumni in Area/Field: 80
Contact: Jorge Kuryla, WG'95, President, jkuryla@altrainvestments.com
No. of Events: 1

Wharton Club of Venezuela

Online Presence: Yahoo group
No. of Alumni in Area/Field: 78
Contact: Jose Molina-Paez, ENG'95, WG'99, President, jose20@cantv.net
No. of Events: 2

EUROPE

Penn and Wharton Club of Turkey

Online Presence: N/A
No. of Alumni in Area/Field: 103 (Wharton only)
Contact: Kerem Kepkep, EE'96, GEN'97, Kerem.kepkep@allianceoptima.com; Sami Habbab, W'98, shabbab@deltapetrol.com (Co-Presidents)

Wharton Club of Belgium

Online Presence: N/A
No. of Alumni in Area/Field: 158
Contact: Joseph Sadis, WG'75, President, j.sadis@b-management.be,
No. of Events: N/A

Wharton Club of Germany/Austria

Online Presence: N/A
No. of Alumni in Area/Field: 256
Contact: Bernd Wendeln, WG'04, bj.wendeln@wegasupport.de
No. of Events: 10

Wharton Club of Italy

Online Presence: N/A
No. of Alumni in Area/Field: 175
Contact: Federico Tecilla, WG'03, ftecilla@hotmail.com
No. of Events: Global Alumni Forum Milan (May 16-18)

Wharton Club of Greece

Online Presence: N/A
No. of Alumni in Area/Field: 70
Contact: Christian Hadjiminias, WG'83, President, c-hadjiminias@efagroup.gr; administrator, aa@etagroup.gr
No. of Events: 2

Wharton Club of Paris

Online Presence: www.whartonparis.com
No. of Alumni in Area/Field: 643
Contact: Didier Riebel, WG'89, President, didier.riebel@gmail.com
No. of Events: 20

Wharton Club of Russia

Online Presence: www.whartonrussia.com
No. of Alumni in Area/Field: 74
Contact: Dmitry Kulish, WG'02, dkulish@wharton.ru; Andrei Protasov, WG'08, Andrew.protasov@gmail.com (Co-Presidents)
No. of Events: 4

Wharton Club of Spain

Online Presence: www.whartonspain.com, LinkedIn
No. of Alumni in Area/Field: 255
Contact: Pelayo Primo de Rivera, WG'94, President, ppr@gocco.es
No. of Events: 10

Wharton Club of Switzerland

Online Presence: www.wharton.ch
No. of Alumni in Area/Field: 373
Contact: Marc Stockli, WG'96, President, marc.stockli.wg96@wharton.upenn.edu,
No. of Events: 8

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The value of the Wharton Club of Delhi has been reinforced in the last year where the biggest realization has been that one is a Wharton alum for life. Job designations and companies may change, but the fact is that we will be Wharton alumni forever. In the last year, the Wharton Club of Delhi has organized several events to engage the 150+ Wharton and Penn alumni who live in the Delhi area. These have ranged from a talk by a union minister of India who is also a Wharton alumnus, sharing his personal journey in politics in India. This was followed by a visit of Dean Robertson, where I had an opportunity to introduce him to several government secretaries on behalf of the Wharton Club of Delhi. **The club provides a unique platform to meet fellow alumni and other stakeholders who are in influential roles in either private equity, government or various industry sectors.**

—Rohit Kumar, WG'95



Wharton Club of the Netherlands

Online Presence: www.whartonclub.nl
No. of Alumni in Area/Field: 219
Contact: Mark de Jonge, WG'06, mark_de_jonge@hotmail.com
No. of Events Per Year: 3

Wharton Club of the U.K.

Online Presence: www.whartonclubuk.net
No. of Alumni in Area/Field: 1,500
Contact: Fabiana Eggers, WG'03, President, fabiana.eggers.wg03@wharton.upenn.edu
No. of Events Per Year: 40-50

MIDDLE EAST & AFRICA

Wharton Africa

Online Presence: LinkedIn
No. of Alumni in Area/Field: N/A
Contact: Lisa Lambie, WG'98, l.lambie@yahoo.com
No. of Events: N/A

Wharton Club of Israel

Online Presence: www.whartonisrael.com
No. of Alumni in Area/Field: 170
Contact: Yarom Arad, WG'95, yarom.arad.wg95@wharton.upenn.edu
No. of Events: 4+

Wharton Club of the Middle East

Online Presence: www.whartonme.com
No. of Alumni in Area/Field: 150+ (in region)
Contact: Fabrice Atallah, WG'10, fabrice.atallah@gmail.com; Walid Mansour, WG'10, Walidmansour79@hotmail.com (Co-Presidents)
No. of Events: 8

ASIA

Penn and Wharton Club of the Philippines

Online Presence: N/A
No. of Alumni in Area/Field: 282 (Wharton only)
Contact: Peter Coyiuto, W'78, President, pcoyiuto@firstlife.com.ph
No. of Events: 2-3

Penn Club of Singapore

Online Presence: Facebook
No. of Alumni in Area/Field: 513 (Wharton only)
Contact: Alan Hsu, WG'06, G'07, Wharton liaison, alan.hsu.wg06@wharton.upenn.edu
No. of Events: 3-5

Wharton Club of Australia/New Zealand

Online Presence: www.wharton.org.au
No. of Alumni in Area/Field: 341
Contact: Emmanuelle Delannoy, WG'99, G'99, President, eldelannoy@aol.com
No. of Events: N/A

“The Wharton Women network in London [part of the Wharton Club of the U.K.] keeps me connected to my classmates and the wider community. It provides a forum for discussing business startup ideas, negotiation strategies, and balancing family life and work, if that is possible.

I started attending the Club Conferences in Philadelphia two years ago and have loved the opportunity to get back into the classroom. **The workshops and discussions always include cutting-edge ideas on how to motivate volunteers and use technology to market ideas, as well as the latest in online education.** Sharing experiences with the other clubs is incredibly useful.

Philadelphia has changed dramatically since I graduated 20 years ago, yet the energy on campus is as vibrant as ever.

—Tina Winfield Achkar, WG'91

“On Feb. 9, the Wharton Club of Charlotte hosted a Valentine's chocolate-tasting. What made the event special was that it featured **Courtney Paul, C'03**, who recently started her designer chocolate business. The event was hosted at the home of another Penn alumna, **Fern Ingber, CW'70**, and her husband Alan Epley. **Greg Montana, WG'98**, vice president of events for the club, read about Courtney in a Penn alumni magazine, saw her Charlotte telephone number and “made the connection.”

In January, John Silvia, chief economist of Wells Fargo, delivered the Sixth Annual Economic Update to the Charlotte club. In November 2011, the club hosted a trilogy of events featuring BMW, including a presentation on the tsunami in Japan, a tour of the BMW factory in Spartanburg and a “driving experience” on a performance track.

Wharton Charlotte is a small but very active club that prides itself on “wow” events, excellent networking and good Southern hospitality.

—Andy J. Cohen, WG'86

Wharton Club of Korea

Online Presence: N/A
No. of Alumni in Area/Field: 526
Contact: Ashley Joo, WG'00, ashley.joo@gmail.com; Seung Bok Hong, WG'86, sbhong@kamway.net (Co-Presidents)
No. of Events: N/A

No. of Alumni in Area/Field: 534 (China total)
Contact: info@whartonshanghai.org
No. of Events: 20

Wharton Club of Taiwan

Online Presence: N/A
No. of Alumni in Area/Field: 194
Contact: I-Cheng Liu, WG'97, President, i-cheng.liu@gmail.com
No. of Events: N/A

Wharton Club of Vietnam

Online Presence: LinkedIn
No. of Alumni in Area/Field: 37
Contact: Linh Thai, WG'06, President, linhthai@gmail.com
No. of Events: 4

Wharton Club of Malaysia

Online Presence: N/A
No. of Alumni in Area/Field: N/A
Contact: Chao-Liang Donald Lim, W'86, President, donlim@hec.equatorial.com
No. of Events: N/A

Wharton Club of Shanghai

Online Presence: www.whartonchina.org

Wharton Club of Beijing

Online Presence: whartonbeijing.com
No. of Alumni in Area/Field: 534 (China total)
Contact: secretary@whartonbeijing.com
No. of Events: N/A

Wharton Club of India

Online Presence: www.whartonclubindia.com
No. of Alumni in Area/Field: 643 (India total)
Contact: Pratik Agarwal, W'03, President, president@whartonclubindia.com
No. of Events: 8

Wharton Club of Delhi

Online Presence: www.whartondelhi.com, LinkedIn, Facebook
No. of Alumni in Area/Field: 643 (India total)
Contact: Rohit Kumar, WG'95, President, rohitkumar@aol.com
No. of Events: 8

Wharton Club of Indonesia

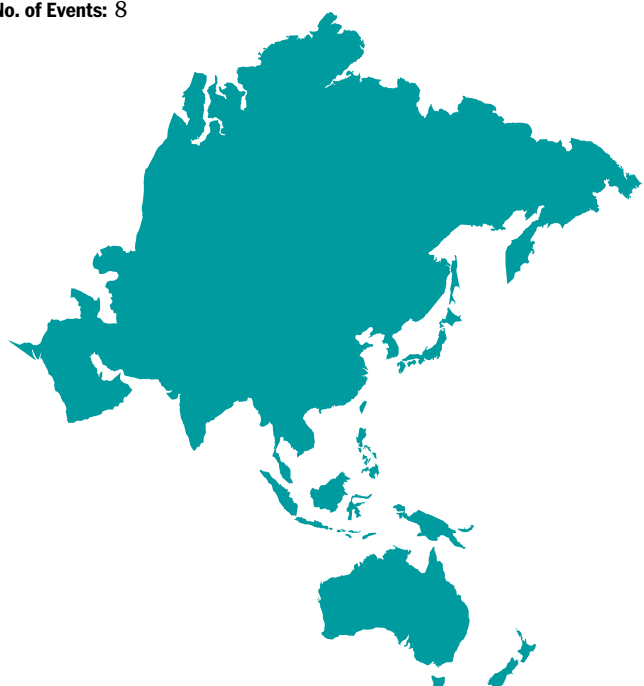
No. of Alumni in Area/Field: 74
Contact: Ari Ariwibowo, ENG'95, W'95, WG'01, President, ari.ariwibowo@fairwayscapital.com
No. of Events: Global Alumni Forum Jakarta (June 21-23)

Wharton Club of Hong Kong

Online Presence: www.whartonclubhk.com
No. of Alumni in Area/Field: 950
Contact: Matthew Johnston, WG'04, President, matthew.johnston.wg04@wharton.upenn.edu
No. of Events: 10

Wharton Club of Japan

Online Presence: N/A
No. of Alumni in Area/Field: 1,152
Contact: Keisuke Mutatsu, WG'75, President; Mrs. Shimanuki, Administrator, minako_shimanuki@wharton.upenn.edu
No. of Events: N/A



Wharton Follies Alumni Association

Online Presence: www.whartonfolliesclub.com
No. of Alumni in Area/Field: All Follies
Contact: Joel Serebransky, WG'85, President, jserebransky@gmail.com
No. of Events: 2

Wharton Health Care Management Alumni Association (WHCMAA)

Online Presence: www.whartonhealthcare.org, LinkedIn, Facebook, Twitter
No. of Alumni in Area/Field: 1,900
Contact: Jay Mohr, WG'91, President, jay@locustwalkpartners.com
No. of Events Per Year: 35+

Wharton Out for Business

Online Presence: clubs.wharton.upenn.edu/outfbiz/out4business.html
No. of Alumni in Area/Field: N/A
Contact: Troy Senter, WG'99, President, tksenter2003@yahoo.com
No. of Events: 3-4

Wharton Private Equity Partners

Online Presence: www.wpen.org; LinkedIn; Twitter
No. of Alumni in Area/Field: 3,000
Contact: Stephanie McAlaine, Executive Director, smcalaine@wpen.org
No. of Events: 28

AFFINITY NETWORKS

Pi Delta Epsilon

Online Presence: LinkedIn, Facebook
No. of Alumni in Area/Field: 7,000
Contact: Dennis Paris, W'83, Chairman, Board of Governors, wharton.pde.alpha@gmail.com
No. of Events Per Year: 10+ (two socials per quarter, annual banquet, Nights in Venice)

Wharton Aerospace Community

Online Presence: LinkedIn
No. of Alumni in Area/Field: N/A
Contact: Ellen Chang, C'88, WG'98, Ellen.chang.wg98@wharton.upenn.edu; Michael Langman, WG'98, Michael.langman.wg98@wharton.upenn.edu
No. of Events: 2+ (Annual Conference in Philadelphia, webinars)

Wharton Black MBA Alumni Association

Online Presence: Website coming soon; LinkedIn; Facebook
No. of Alumni in Area/Field: 1,500+
Contact: Adrian Perry, WG'08, President, perryadr@hotmail.com
No. of Events: N/A

Wharton Energy Network

Online Presence: www.whartonenergy.com, LinkedIn
No. of Alumni in Area/Field: 4,500
Contact: Craig Isakow, WG'08, President, wenexecteam@gmail.com
No. of Events Per Year: 30+ (Wharton Energy Conference Alumni Dinner, local regional events, webinars)

ON THE WEB
Explore how to become an alumni leader and volunteer at whr.tn/WhartonOfficers.



“Attending a school like Penn is not a legacy and it’s not an entitlement. You have to earn it. And maybe you have to earn it twice over.”

Q&A

Thomas J. Gallagher, C’73, WG’75

Flying High on Penn

Thomas J. Gallagher, C’73, WG’75, is a pre-eminent expert on corporate finance in the aerospace and defense industries. His is a four-decades-long career that took him from Wachovia, Oppenheimer and Chase Manhattan to his current role as managing director and CEO of Spectrum Capital Advisors. He’s written books and prognosticated impending trends. But if you want to see his eyes light up, talk about Wharton and his involvement with the School. He currently serves as a Class Engagement Ambassador, but his closer relationship began in 2000, when he opened his Charlotte home to the Dean and 100 Carolina alumni.

WHARTON MAGAZINE: What value do you derive in your professional life from your Wharton knowledge?

TOM GALLAGHER: It’s funny. I was telling my youngest son [who has been accepted to the Class of 2016] this not too long ago. There are very few days when I don’t get up and think about something that I learned at Wharton, either the way to frame a problem, the way to analyze a problem or the way to set up decision criteria. I learned the value of approximate precision instead of precise incorrectness.

I think the most vivid thing I learned was in operations research, an area that I was completely untutored in before I arrived at Wharton: the notion that there are seven or eight kinds of problems, archetypical problems, and most analysis is drawing on those archetypes. And by extension you can see that the world does not have an infinite number of problems. It has a finite set that can be attacked in a very rigorous and disciplined way.

WM: How did you get into banking?

GALLAGHER: Completely by accident. While I was going to school here as an undergraduate and graduate, I worked as an engineer for one of the broadcast networks. And I completely assumed that I’d just go back to work for CBS when I left here.

But then I met a banker in town who said, “No, you don’t really want to do that. You really want to be a banker. Be a banker for four or five years. Learn the language of business. Apply the skills that you’ve learned at Wharton to real-world situations, and then decide what you want to be when you grow up.” And that was very, very wise advice. Being a banker, particularly an international banker, is sort of a backstage pass to the world.

WM: Is there a particular career accomplishment that you’re especially proud of?

GALLAGHER: Some of my colleagues would say surviving five mergers was, but I guess I would say that there were two things. I was able to anticipate the Asian downturn in ’98 by looking at what was going on in the airline industry in Asia. I wrote an article somewhat boldly in *Airline Finance* about a downturn in Asia, and six months later Asia was flat on its rear end. And the second thing that I did was I anticipated consolidation in the defense industry just before 9/11 in the latter part of the ’90s after the Clinton downsizing and peace dividend.

That goes back to what you can learn in a program like Wharton’s MBA, and that is: You have to think forward, constantly think forward. And you have to be lucky too. But the process of thinking about and articulating a future set of events, even if you’re not right entirely in your prognosis, you still have a point against which to measure.

WM: Your family has quite a legacy here. Your father, two of three sons and your wife **Lindy, AMP’75**, are all alumni.

GALLAGHER: It’s a common shared experience. My father [**Stanley, W’32**] and his brother [**Walter, W’37**] loved the University. They were Depression-era kids, the first kids in their family to attend university. And for each of them, it was an inflection point, and they never forgot that.

And without proselytizing, they instilled that in me and my wife and our kids. And so while my father did not live long enough to see my oldest son admitted to Penn, his brother did, and he was very proud of that. It’s an experience that binds us. My kids understand that attending a school like Penn is not a legacy, and it’s not an entitlement. You have to earn it. And maybe you have to earn it twice over.

WM: What’s your favorite spot to travel to for business?

GALLAGHER: One, my favorite spot to travel to for business is New York City. It’s the epicenter of business. Another favorite spot that I have traveled to for business in the past is probably Saigon. It’s one of the most interesting and pleasantly unsettling cities on the face of the earth.

WM: What you were like as a student?

GALLAGHER: I really enjoyed Kite & Key, and I really enjoyed student tours. I think I was reasonably shy when I was a freshman, and I had the opportunity to take a lot of families around and show them Penn on a one-on-one basis. I figured out in the wonderful architecture of this place all the really neat places that were distinctly Penn, and I enjoyed selling the University. And in many respects it overcame my natural reticence. ■



Q&A

Rosanna Ramos-Velita, G'92, WG'92

"I had never had an investment-banking client who was so thankful to me."

The Microfinancier

The professional journey of **Rosanna Ramos-Velita, G'92, WG'92**, took her from Peru to North Dakota as a Fulbright

Institute of International Education scholar, from being an engineer at AT&T in Allentown, PA, to attending Wharton, from investment banking jobs to a senior CFO role at Citigroup. Only now, though, does she see herself as truly having an impact. As chairman of the board at Caja Rural Los Andes, a microfinance bank serving rural entrepreneurs in Andean Peru—as well as boardmember at the Grameen Foundation—she makes her own dent in poverty. She also serves on the Wharton Executive Board for Latin America, where she hopes to open up the School to opportunities throughout Central and South America.

WHARTON MAGAZINE: How has your Wharton knowledge empowered you to have a relevant impact upon the world?
ROSANNA RAMOS-VELITA: I think Wharton prepares you for the best, most challenging jobs. So I think I really honed my skills. I learned a lot. And also the Lauder program—the part of understanding different cultures, understanding the sensitivities of how you do business in other parts of the world—it's very much a part of who I am as a business person.

WM: How else has your Wharton experience assisted you?

RAMOS-VELITA: My first business I started with **Dina Weitzman, G'92, WG'92**, and now in Los Andes, one of my partners is **Radhika Shroff, C'95, W'95, G'00, WG'00**. Both of them are Wharton and Lauder, and some of my investors are some of my classmates as well. I think it speaks about the powerful network and the relationships you develop because

these guys have known me now for 20 years, so they've seen my development. They've seen how I have worked hard to do this.

WM: Why microfinance?

RAMOS-VELITA: I became a senior CFO at Citigroup, and that allowed me to see some of the microfinance groups at play. And at the time, I saw one client that was taking a consumer finance loan, but instead of using it for consumption, she put it in her little taqueria business. When I told her that I worked for the institution that gave her that loan, she hugged me, embraced me and thanked me.

I had never had an investment-banking client who was so thankful to me, and she told me her journey, which was that she was selling tacos door to door, and she saw this branch where loans were being offered, and she applied for one and she got one. Interest rates were very high. But she made her math in her head, and she calculated that not only could she pay the loan but also really double the size of her business.

That was my "a-ha moment." I decided that I needed to find a way where I could really bring all the expertise that I have gathered, all the knowledge, all the capital management that I know, and bring it to Peru, and try to find my niche on applying banking expertise but also making a difference.

WM: What products does Caja Rural Los Andes offer now?

RAMOS-VELITA: Microdeposits, insurance—microinsurance particularly—and working capital loans.

WM: What are some of your hobbies and pursuits outside of work?

RAMOS-VELITA: Oh, I love tennis. I like to work out. I like to go running. I like

to go hiking. I read. I try to look for biographies of women, of strong women who can be my role models.

WM: What are you reading right now?

RAMOS-VELITA: I'm reading *Catherine the Great*, her biography, which is really amazing. I could see the traits of being a strong woman in her.

WM: What are some?

RAMOS-VELITA: Persistence. Perseverance. Awareness of herself. Having a great education also. She educated herself very well, spoke several languages. Adapted to a new culture because she was actually German, but embraced Russian culture. Learned Russian perfectly, and the Russian people felt she was theirs.

WM: You have a B.S. in engineering, two master's (one from Lauder, one in electrical engineering from Lehigh) and your MBA. Why the focus on education?

RAMOS-VELITA: I saw my parents really teach us the value of entrepreneurship and academic achievement. My mother is a chemist, and in a small city in Peru, she started her first pharmacy. I saw her serving her clients who were very poor villagers from remote communities. They would come to this area of town and buy medicines and other supplies and go back to the villages and sell them. And my father was a psychiatrist, but he also came from a tiny fisherman's village in Peru. This is the '50s, but he was very smart and worked very hard, and one scholarship after another, he ended up at a top medical school.

WM: If there is one thing about you now that Wharton classmates might not know about?

RAMOS-VELITA: I think probably they don't know that I now have more patience than when I was 27 or 28. ■



Q&A

Marie Williams, G'95, WG'95

"The marketing courses that I took at Wharton were amazing and really gave me the foundation to become the marketer I am today."

The Maven of Digital Marketing

Marie J. Williams, G'95, WG'95, has a love affair for digital, as she puts it. She has been involved in online marketing for the world's major corporations since the mid-1990s, when the Internet was evolving from plain text to Web 1.0. Now as senior director of digital innovation at Hilton Worldwide, the Wharton Class Engagement Ambassador is exploring digital and marketing innovations that test the boundaries of the Internet and social media.

WHARTON MAGAZINE: How have you become such an expert in the corporate digital marketing field?

MARIE WILLIAMS: After graduating from Wharton, I went to Ford Motor Co. as part of the marketing leadership program. And it was completely serendipitous that I was given a Web project. This is back in 1997 where websites consisted of single static Web pages. And I was given a project to persuade all the Lincoln Mercury dealers to have a webpage. So that kicked off this love affair that I have for digital.

Then I kept taking on projects, not as my main job, but I worked in Europe for four years and I had a couple of different Web-related projects that I took there and led. I decided at that point I was having so much fun with it that I took a role when I came back from Europe focused entirely on Ford's online presence. So I had responsibility for the corporate website and owner websites, among other things.

So since then I really have been in roles that have been 90 percent to 100 percent focused on digital. That has given me this tremendous base of knowledge and experience, which is relatively uncommon. The digital space is growing. It's evolving rapidly. And there still is a

dearth of people that have the expertise in the field. That's part of it. I've had great opportunities at the various companies that I've worked at to take on amazingly meaty projects in the digital space, which has certainly helped.

WM: Why do you enjoy it so much?

WILLIAMS: It's a blend of marketing. It's a blend of user experience, design. It has a tremendous impact on people's lives, and like I said, it's evolving so quickly and rapidly. There's constantly a great challenge to be faced, and it just never gets boring.

WM: How has your Wharton knowledge helped you to have such great impact?

WILLIAMS: I was a marketing-finance double major, and I took the marketing path in my professional career. And the marketing courses that I took at Wharton were amazing and really gave me the foundation to become the marketer I am today, to give me great marketing instincts, to give me great marketing knowledge.

WM: Is there a particular project or a particular position that you've held in your career that you are really proud of?

WILLIAMS: There are several of them in the digital space. The Ford.com corporate website was, at the time, the best automotive industry website, and then when I was at Capital One, I was fortunate enough to be involved in leading a multimillion-dollar project of revamping that website experience. And at every turn I was able to incorporate digital best practices and innovations to drive success. So there isn't necessarily one, but I've been very fortunate to work for companies that are very supportive in the digital space and really wanting

to kind of test the boundaries, and the same thing is true here at Hilton Worldwide.

The other part that I'm very proud of is my community service, which in the last few years I've become more and more engaged in. I have a number of volunteer endeavors. In addition to serving as a Wharton Ambassador, I'm a U.C. Santa Barbara alumni board member, and I devote significant time to local D.C. homeless shelters doing life-skills training and carrying out pro-bono Web projects and things like that.

WM: Have there been parts of your career that you wish you could get a do-over for?

WILLIAMS: I'm sure we all have parts that are like that, but, you know, what's funny about that is even the parts that weren't overly successful at the time were huge learning experiences. So I'm not sure I would want to do them over because then I wouldn't learn what I learned.

WM: What were you like as a student?

WILLIAMS: Very social. That was a really fun, crazy experience. At the time there was a Nike commercial that was "work hard, play hard." That's what I felt my life was like at the time. So I didn't sleep a lot when I was at Wharton. I was in charge of communications for the Wharton Student Organization. And I went to Lauder as well. Between the Lauder group, which is very tight-knit, and the Wharton cohort, there was always a lot going on socially, which made it tremendously enjoyable. So it was a true immersion.

WM: Do you sleep much now?

WILLIAMS: I sleep more than I did then. ■

Raj Venkataraman Iyer, WG'02

Q&A

"I was drawn toward asset management because I found in the midst of skills that it required, it provided tremendous freedom to be creative, thoughtful, analytical."

Raj Venkataraman Iyer, WG'02, a Wharton Class Development Ambassador, propelled himself from engineering studies in India to admittance in the nuclear engineering master's program at Purdue University. A job at Morgan Stanley lured him away from West Lafayette, IN, toward a foray into the financial world from which he's never looked back. An MBA from Wharton further confirmed his commitment to finance and catapulted him to the West Coast hedge-fund world. At his current employer, Canyon Capital, he enjoys the versatility of investing in a variety of asset classes, including merger arbitrage, international equities and distressed debt. He also had a stint overseas when he opened Canyon's Asia office in Singapore.

WHARTON MAGAZINE: How did you go from nuclear engineering to asset management?

IYER: I think to some extent it goes back to my background. I grew up in India. I was an undergrad in engineering. For me at that point in time, it was about getting the very best education that I could get in India. And that was an engineering education.

Ultimately, I was drawn to finance, and it became more clear over time that I was drawn toward asset management because I found in the midst of skills that it required, it provided tremendous freedom to be creative, thoughtful, analytical and also make investment decisions that you can sort of measure against very quickly.

WM: How did your MBA play into it?

IYER: I really look at an MBA as probably the best mid-career choice one could make ... because you don't lose the benefit of your experience from before. People look at you with a fresh set of eyes and say, "OK, what do you bring to the table?"

WM: How has your Wharton MBA gotten you to where you are professionally?

IYER: First of all, I think there is the instant credibility that opened doors for me. There are numerous daily examples. Success in my business is driven by

information gathering and processing and applying appropriate judgment. The capability to gather information seamlessly and smoothly is critical, and I think that the Wharton MBA helps me every day.

WM: What was your experience like as a student?

IYER: Having worked for five to six years before business school, I enjoyed the opportunity to be back in school. As it turned out, I was president of the consulting club even though I ended up back in finance. Between squash, wine, classes and student activities, I had a great time.

WM: What are some of your passions?

IYER: I love going to the opera. I studiously prepare for it. My wife and I decided to see the "Ring" cycle in L.A. last year, and it was four operas, each of which lasts four and a half to five hours, all together in one month. And I always thought, "I'll do this later when I'm retired. I just don't have the time." Because the thing is, you can't just go and see an opera. You have to understand the context of the opera. I probably prepared for a good 20-plus hours, to understand where Wagner was coming from and what the leitmotifs were. I wish I had more time to play the piano. That's one of my hobbies.

I have developed an appreciation for wine and the effort that is required to make things taste good. It goes hand in hand with this stage in my life. I love cooking, and so you sort of experiment with a bunch of different ingredients and flavors. And my kids love to cook with

me. [He is married with two young children.] Between work and these two things, all my residual time goes for—actually, it's the other way around. I work, I spend time with my kids and I spend some residual time on other activities.

WM: What's your favorite family activity?

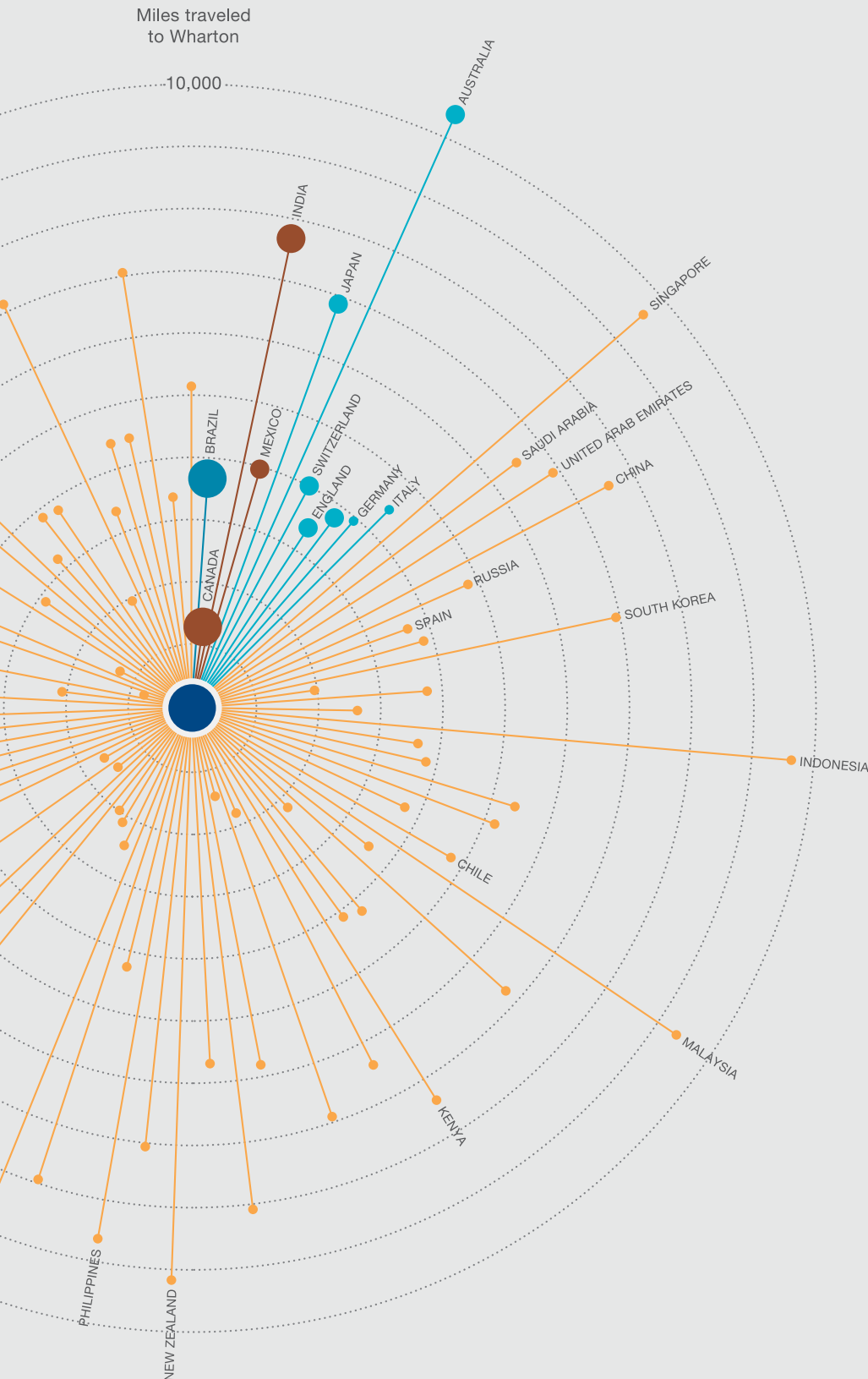
IYER: L.A. is a scenic, beautiful place, and so we take the kids hiking all the time. We just go, "Oh, let's go to Runyon Canyon. Let's go hike up to Griffith Park." That's probably our favorite activity, and invariably the weather cooperates all the time in L.A., right?

WM: If you had a piece of advice for students who are finishing up their second year of their MBA program, what would it be?

IYER: I think flexibility in career choices is important because the world is undergoing a fairly significant transition financially and economically, and we are seeing the impact of that. I think keeping skills relevant and not being locked into something. Having that flexibility in career choice, which might require people to move to Asia. I think Wharton has made that transition because not only are people who go to the program who are not from Asia going to Asia, but also you're attracting a lot of international students from Asia.

The uncertainties in the world are greater than ever before, and I think it's important to not spend 10 years in a career which may not exist after that. ■

The Nuclear Hedge-Fund Engineer



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