

NANCY ANDERSON HART
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education

2000 - 2001	HARVARD BUSINESS SCHOOL	BOSTON, MA
	Candidate for Master in Business Administration degree, June 2001. Elected Treasurer for Manufacturing & Technology Management Club. Active in Volunteer Consulting Organization	
1990 - 1995	KANSAS STATE UNIVERSITY	MANHATTAN, KS
	Bachelor of Science degree in Chemical Engineering. Financed 100% of educational costs through academic scholarships. Dean's List 2 semesters. DJ for campus radio station for two years.	

experience

1995 - 1999 1999	MOTOROLA, INC-SEMICONDUCTOR PRODUCTS SECTOR	AUSTIN, TX
	MOS 8 Thin Films Process Engineer	
	Oversaw installation and characterization for 3 new metal deposition tools for factory expansion. Aided with ramp down schedules and decommissioning of obsolete equipment as part of retooling. Managed engineering, maintenance and manufacturing aspects of Al, Ti and TiN metallization processes.	
1997-1999	MOS 8 Lead Automotive Device Engineer	
	Responsible for manufacture of all automotive devices for Ford Motor Company fabricated in MOS 8. Supported product quality using statistical process control, Six Sigma principles as well as device and process characterization.	
	<ul style="list-style-type: none">• Led several crisis management teams that successfully resolved quality issues.• Designed experiments, analyzed results and implemented process changes to improve device yields and reliability.• Communicated directly with Product Engineering, Test Engineering and Planning to ensure that customer requests and requirements were met.• Led process development and continuous improvement initiatives for new product introductions in the automotive portfolio.• Designed and managed process integration projects affecting yield and manufacturability.• Coordinated junior engineers' and technicians' efforts relating to day to day sustaining issues.• Awarded Transportation Group's Above & Beyond award for commitment to customer satisfaction.	
1996-1997	MOS 8 Yield Engineer	
	Focused on hard particle reduction efforts through benchmarking, troubleshooting and root cause analysis. Key member of cross-functional task force that solved particle problems and provided permanent corrective actions. Reduced overall factory defect rate by 25%. Supervised 4-person technician team. Managed technician training, evaluation, workflow scheduling and equipment maintenance.	
1995-1996	Motorola Engineering Rotation Program	
	A one-year rotational program designed to offer the broadest possible exposure to SPS systems and culture. Rotated through process engineering, marketing and device engineering.	

summers

1994	KANSAS STATE UNIVERSITY-Undergraduate Research Assistant	MANHATTAN, KS
1993	PHILLIPS PETROLEUM, INC-Intern	ODESSA, TX
1992	DOW-CORNING CORP-Intern	MIDLAND, MI

personal

Traveling, scuba diving, hiking; swimming, biking and just enough running to finish a triathlon.

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education

1999 – 2001

HARVARD BUSINESS SCHOOL

BOSTON, MA

Candidate for Master in Business Administration degree, June 2001. Member of Venture Capital & Private Investment, High Tech & New Media, Entrepreneurship, and Golf clubs. Treasurer of HBS Blades hockey club.

1991 – 1995

PRINCETON UNIVERSITY

PRINCETON, NJ

Bachelor of Science degree, *magna cum laude*, in Civil Engineering and Operations Research. Tau Beta Pi. Manager, Princeton Upperclass Facebook Agency. Elected Officer of Cap & Gown eating club. Elected captain of varsity Lightweight Football (4-yr team member). Secretary, Operations Research Society. JV Ice Hockey. Computer tutor.

experience

/00 – present

CORE SDI

BUENOS AIRES, ARGENTINA

Assistant to the CEO. Working closely with CEO and senior management team of this Argentine information security software start-up to help define and formalize all aspects of business strategy. Company has developed a cutting-edge enterprise security solution and is building the business infrastructure to market and sell this product globally.

- Evaluated possible business models and solution implementation options, recommending what aspects of each would be best for Core. Helped identify and evaluate potential strategic alliances and partnerships. Researched and analyzed market opportunity and competitor offerings. Am currently helping prepare investor presentations and the business plan that the company will use as it seeks its first round of institutional funding.

12/99 – 6/99

MARKETPLAYER.COM

GREENWICH, CT

Business Development Intern. Member of 3-person team that developed and launched a national business school investment challenge for internet financial services start-up. Proposal selected over those of all other HBS applicants.

- Identified and negotiated sponsorships and strategic business partnerships. Designed and marketed the contest, coordinated across 10 different business schools. Determined website features and functionality improvements.

summer 1999

WASHINGTON CAPITALS

WASHINGTON, DC

Assistant to the Owner. Hired by Ted Leonsis, AOL executive and new owner of this professional hockey team, to help determine strategy for improving financial performance and increasing franchise value.

- Analyzed ticket sales and pricing schemes to establish baselines and identify targeted sales opportunities. Developed relevant management metrics, assessed data availability and scoped out necessary information systems improvements. Identified organizational inefficiencies and helped plan new organizational structure.

1995 – 1999

DEAN & COMPANY STRATEGY CONSULTANTS

WASHINGTON, DC

Strategy consulting boutique focused on developing fact-based, analytically-driven solutions for companies in complex environments. Clients include Fortune 100 companies, technology start-ups, and private equity firms.

Associate. (post-MBA position). Promoted from Analyst to Associate in 2 years. Led client service teams, structured and guided the analysis of junior team members, managed day-to-day client relationships, developed conclusions, and delivered recommendations to senior client management. Project work included:

- **Internet Market Entry Strategy.** For a major US telecommunications firm, designed website development business focused on building electronic commerce sites for small- to mid-sized companies. Built financial model of business and customer economics to help determine optimal pricing and to size overall opportunity.
- **Private Equity.** Assisted private equity client in evaluating paint products manufacturer for potential acquisition. Post-acquisition, led project team tasked with improving sales of acquired company. Identified merchandising and retailing opportunities projected to increase sales by 20%.
- **Merger Integration.** Led 3-person acquisition integration project for a top 3 national bank during its \$15B acquisition of a southeast competitor. Identified cost savings and new revenue opportunities that resulted in ~\$20MM in annual net operating profit improvement.
- **Customer Profitability.** Built customer profitability model for government branch of a Top 3 US telecommunications company. Taught sales force how to use model to sell more profitable products.

summer 1994

ANDERSEN CONSULTING

FLORHAM PARK, NJ

Summer Intern. Member of project team responsible for implementing a new manufacturing system uniting 14 independent business units of a fluid technologies company.

personal

Travel, foreign languages (French, Spanish), golf, marathon running, SCUBA diving, outdoor activities.

DANIEL F. CURRAN

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education

1999-2000 **HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION** **BOSTON, MA**
Masters in Business Administration. Section Officer. Active member of High Tech and New Media, Consulting, and Social Enterprise Clubs. *Harbus Foundation* Trustee. Course work included: Entrepreneurial Finance, Building Information Age Businesses, Advanced Dealmaking, and Emerging Market Investments.

1988-1992 **OCCIDENTAL COLLEGE** **LOS ANGELES, CA**
Bachelor of Arts in Political Science. Resident Advisor and Student Director of Learning Resource Center. Participated in a six-month foreign policy program at American University in Washington, D.C.

experience
2000

HARVARD BUSINESS SCHOOL **BOSTON, MA**
Research Associate and Teaching Assistant

- Currently researching and writing cases on multi-party negotiations and marketing in Africa and Asia.
- Developing and launching an innovative consulting project for corporate risk mitigation in emerging markets.

1999 **WEBB INTERACTIVE SERVICES, INC.** **DENVER, CO**
Student-Advisor to the Vice President of Business Development

- Developed positioning strategy for a proprietary XML-based application targeting SMEs and market makers.

1997-1998 **ORGANIZATION FOR SECURITY AND COOPERATION IN EUROPE** **SARAJEVO, BOSNIA**
Regional Director
Managed civilian operations in the Serbian Republic of Bosnia-Herzegovina under the Dayton Peace Accords.

- Advised U.S. Government Business Finance Office on the privatization of \$100 million in state resources, including identifying and screening buyers for existing businesses.
- Established 10 local community programs to deliver electricity, goods, and services throughout the Republic.
- Founded a \$3 million network of community centers providing high-speed Internet access, language classes, and job skills training to Bosnian citizens.
- Managed five regional offices employing 2,000 professionals monitoring the fall 1998 elections.

1994-1997 **FOOD FOR THE HUNGRY, INTERNATIONAL** **KIGALI, RWANDA**
Country Director
Directed all functional aspects of operations for a \$4.2 million integrated relief and development program.

- Assumed countrywide leadership of emergency programs during time of rapid growth and insecurity.
- Provided logistical, financial, and program planning for six regional offices. Programs included house construction, agricultural support, social services, and emergency aid to over 100,000 beneficiaries.
- Supervised a staff of 19 expatriate professionals and 230 national personnel. Successfully negotiated \$4 million in funds from multiple donors including the United Nations Children Fund (UNICEF).
- Youngest delegate invited to the International Conference on Refugee Children in Belagio, Italy in 1997.

Project Manager

Established \$1.2 million pilot project for the resettlement of war orphans in northwest Rwanda.

- Developed targeted projects on behalf of vulnerable families and orphans. Managed a staff of 100 to construct 2,300 homes, launch 53 foster family associations, and incubate 38 profitable agricultural cooperatives.
- Wrote program manual and marketed Emergency Response Program to sixteen international donors for \$10 million.

1992-1994 **U.S. REFUGEE PROGRAM** **MANILA, PHILIPPINES**
Assistant Coordinator
Organized and directed the Voluntary Repatriation Program for over 5,000 Indochinese first asylum refugees.

- Interviewed Vietnamese refugees and prepared casefiles to present to the U.S. Immigration Service.

personal

Conversant in French and Spanish. PADI Certified Scuba Instructor. Enjoy hiking, golf, writing, and politics.

JUAN PABLO DEL VALLE

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education

2000 - 2001

HARVARD BUSINESS SCHOOL

BOSTON, MA

Candidate for Master in Business Administration degree, June 2001.

1992 - 1995

UNIVERSIDAD ANAHUAC

MEXICO CITY, MX

Bachelor of Science degree on Mechanical and Electrical Engineering. Awarded distinction for highest GPA in class. Exchange student at Georgia Institute of Technology, Dean's List for GPA above average. Director and founder of Desempleo Productivo (non profit organization geared to aid jobless people).

experience

1997-1999

TELEFONOS DE MEXICO S.A DE C.V

MEXICO CITY, MX

World Network Leader

Led a fiber optics submarine cable system project. Participated in planning Telmex's business strategy in the United States and Guatemala.

Finance

- Directed and organized the first data gathering meeting to raise funds for a submarine cable system. Raised \$140m. The submarine system (Maya 1) lands in 7 countries.
- Defined Telmex's investment on the project and negotiated terms of investment with system partners.
- Coordinated Telmex's procurement, regulatory and commercial issues to comply with the submarine system implementation milestones. Milestones were always accomplished on time.

Operations Improvement

- Developed plan to integrate Telmex's international network with Guatemala's major telecommunications carrier, Telgua. Estimated savings of \$5m/year to Telgua, \$3m/year to Telmex.

Business Development

- Created model to illustrate Telmex's alternatives towards negotiating the accounting rate with US Carriers for 1999 and 2000. The negotiation involved more than \$600m in potential payments to Telmex.
- Evaluated international long distance calling card business in the US. Explored business profitability, evaluated partnerships, and Presented business plan for project launching.

1996-1997

TELEFONOS DE MEXICO S.A DE C.V

MEXICO CITY, MX

World Network Analyst

Negotiated International accounting rates, defined traffic routing and evaluated interconnection agreements.

Operations Improvement

- Reduced a \$50m annual deficit on accounting rates to an \$11m deficit in 1997 and a \$2m deficit in 1998.
- Developed and signed new transit agreements for long distance traffic. Saved 500K/year.
- Canceled ineffective satellite routes to Central America, South America and Europe. Saved \$10m.
- Identified and blocked international traffic fraud.

1995-1996

GRUPO CARSO

MEXICO CITY, MX

Associate Trainee

Diverse industry training in more than 30 companies ranging from Tobacco plants to mining, from a server distributor to a copper cable manufacturer.

- Presented recommendations on improving plant inefficiencies and implementing communication channels through different industries.
- Included report as part of a presentation given at one of Carso's board of directors meetings.

personal

Native Spanish speaker. Conversant in French. Enjoy sports, reading history, and visiting art museums.

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education

2000 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Elected Co-President Armed Forces Alumni Association and Co-Chair of the Denver Trek for the High Tech and New Media Club. Active in the Social Enterprise Club.

1990 - 1993 **NAVAL FLIGHT SCHOOL** **PENSACOLA, FL**
Graduate level training in theory and operation of various avionics systems. Graduated first in class.

1986 - 1990 **UNITED STATES NAVAL ACADEMY** **ANNAPOLIS, MD**
Bachelor of Science degree in Aerospace Engineering with an emphasis in satellite systems. Designated Physical Trainer. Triathlon competitor. Intramural crew.

experience

1998 - 1999 **CSG SYSTEMS, INC.** **ENGLEWOOD, CO**
Product Marketing Manager, High Speed Data

Launched product from concept to initial release in less than nine months for this leading provider of customer management solutions for the telecommunications industry. The High Speed Data product is an innovative broadband customer care and provisioning system for cable modem and DBS Internet providers.

Product Management

- Bolstered product sales efforts resulting in adoption by AT&T@Home as the enterprise wide solution for cable modem provisioning, billing, and customer care.
- Coordinated cross-functional efforts to establish technology direction and product functionality.
- Awarded *Team Bravo Award* for entrepreneurial leadership and overall contribution to the product team.

Market Management

- Developed the business plan, marketing material, and product presentations to support market entrance.
- Performed due diligence and competitive analysis to determine product positioning and initial market strategy.

Business Development

- Evaluated strategic partnerships for co-development of self-provisioning and packet-based billing solutions. Assessed technology integration and emerging opportunities. Recommended key partners to senior management.
- Participated in sales activities targeted to end-users and senior management. Assisted sales force with customer development and targeting.

1996 - 1998 **HOSPITALIZATION / PHYSICAL REHABILITATION** **DENVER, CO**
I survived a hundred foot rock climbing accident that left me paralyzed below the chest. Eighteen months after doctors told me that I would never walk again, I persevered in the face of adversity to prove them wrong.

1990 - 1996 **LIEUTENANT, UNITED STATES NAVY**
1994 - 1996 **A-6E INTRUDER SQUADRON** **WHIDBEY ISLAND, WA**

Division Manager. Managed logistical, technical, and maintenance issues for 16 A-6E Intruder aircraft, valued at \$640MM. Exercised full operational and supervisory responsibility for three work-centers, five mid-level managers, and 100 personnel. Set policy and defined manpower and resource allocation requirements. Directed employee retention, recognition, and career advancement programs.

- Awarded *Navy Achievement Medal* for exceptional leadership and management. Engineered a complete turn around of an under-producing unit to win Division of the Year. Doubled employee advancement and retention.
- Implemented a unique decision support model that increased operational success by 35%.

1993 - 1994 **Project Manager.** Managed cross-functional team responsible for developing and improving operations processes. Created and delivered training programs in emerging technologies.

- Ranked #1 out of 4 lieutenant junior grades in squadron.
- Awarded *Navy Achievement Medal* for directing the installation, integration, and testing of a \$5MM enterprise-wide computer system upgrade for the A-6E aircraft.

personal

Avid skier, kayaker, and biker. Involved in community volunteering for hospice and disabled sports programs.

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education

- 2000 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Member of Management Consulting, Volunteer Consulting, and Student Parents (Co-President) Organizations. Section NH Basketball Team, Captain.
- 1987 – 1991 **RICE UNIVERSITY** **HOUSTON, TX**
Bachelor of Science in Mechanical Engineering. Wiess College Cabinet, Internal Vice-President. Wiess College Beer-Bike Pit Crew, Co-Captain. College Flag Football Team, Captain.

experience

- Aug. 2000 **MCKINSEY & COMPANY** **CAPE COD, MA**
Consulting Intern
Evaluated market positioning strategy for Fortune 50 company in the streaming media delivery business.
- 1998 - 1999 **ALTURA ENERGY, LTD.** **HOUSTON, TX**
Domestic oil and gas company (950 employees) committed to superior management of enhanced oil recovery projects. Regional joint venture partnership of BP Amoco and Shell.
- 1999 - 1999 **Manager, Planning and Performance Analysis**
Led nine-person finance organization dedicated to strategic planning, competitive intelligence, budgeting, capital investment management, and corporate performance target setting and assessment.
- Developed and negotiated business performance targets (net income, cash flow, etc.) for both internal executive performance management and external owner requirements.
 - Coordinated detailed company valuation, marketing strategy, and data room preparation for \$3.5 billion sale of Altura Energy to Occidental Petroleum Corporation.
- 1998 - 1998 **Team Leader, Operations**
Led 34-member cross-functional team including technical, financial, operations, and administrative staff. Direct profit and loss accountability for \$25 million/year cash flow set of oil and gas producing properties.
- Guided complete business review, raising oil sales 2,000 barrels/day and reducing expenses by \$200K/month.
 - Drove team redesign of a multi-year \$8 million capital project to maintain attractiveness and funding commitment through a 40% collapse in the price of crude oil.
 - Managed a 12% reduction in staff.
- 1996 - 1997 **AMOCO EXPLORATION AND PRODUCTION COMPANY** **HOUSTON, TX**
Human Resource Systems Design Team
Designed HR programs for a proposed Joint Venture, Altura Energy Ltd. Focus areas were compensation and benefits, financial performance measure selection and scaling, and individual appraisal and promotion processes.
- Developed risk simulation model to evaluate financial exposure for various pay system strategies.
 - Selected presenter for human resource design road show delivering nine presentations to over 600 employees.
- 1991 – 1997 **Operations Engineer**
Responsible for technical support of cross-functional oil and gas property management teams.
- Guided review of operations including inventory management, machine failure analysis, and team skill development. Lowered expenses \$230K/month and arrested annual production decline from 17% to 11%.
 - Effort led to selection as Speaker, Clemson Univ. Conference on “Benchmarking High-Performing Teams.”
- community** Volunteer consulting with a local Boston school, elected Vestry (Board of Governors), Palmer Memorial Church 1997-1999, elected Board of Directors, Forest Pines Civic Club 1997-1999 (President, 1998)
- personal** Enjoy backpacking, tennis, basketball, and a good game of poker.

MICHAEL J. HAMMONS
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education

- 2000-2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Member of the High Tech and New Media Club, the Entertainment and Media Club, the Manufacturing and Technology Management Club, and Clube IberoAmericano.
- 1991-1994 **CALIFORNIA POLYTECHNIC STATE UNIVERSITY** **SAN LUIS OBISPO, CA**
Self funded and earned Bachelor of Science degree in Industrial Engineering. Selected to Alpha Pi Mu, Industrial Engineering Honor Society. Elected Fund Raising Chair of American Production and Inventory Control Society.

experience

- 1999-present **BANCADIGITAL.COM.BR** **SAO PAULO, BRAZIL**
Founding Partner and Director of International Publications
Responsible for the development of relationships, contracts, and operating instructions with international publishers and agencies for the sale of subscription material through our web site.
- Developed business and marketing plans.
 - Created company image with ad agency.
 - Led business plan presentation and negotiations during early stage of financing.
 - Negotiated international agency and publisher contracts.
 - Negotiated content and marketing agreements with premier portal and ISP companies like AOL.
- 1994-1999 **ERNST & YOUNG INTERNATIONAL CONSULTING**
1997-1999 **Senior Manager/ Director of Mercosul Automotive Consulting** **SAO PAULO, BRAZIL**
Created and built the automotive consulting practice in Brazil. The model included an integrated approach of profit maximization, product development, marketing (brand creation), recruiting, and assignment of client responsibility. Expanded model created in Brazil to the rest of Mercosul (Argentina, Brazil, Uruguay, Paraguay, and Chile).
- Sales went from US\$0 to US\$9 Million in 1999-an increase of over 300% per year.
 - Automotive staff increased to over 50 consulting professionals, 2 product development professional, and 2 marketing professionals.
 - Highest customer satisfaction ratings possible (all ratings were 5 in a scale of 1-5).
- 1996-1997 **Manager** **LOS ANGELES, CA AND TORONTO, CANADA**
Led joint consulting and client supply chain teams across three sites within North America for a major aerospace and defense supplier and created an overall strategic implementation plan and goal. Presented recommendations and status to senior client management. Project completed on schedule, on budget, and on target for savings and quality.
- Reduced overall inventory levels by 40% while improving on-time delivery.
- 1994-1996 **Consultant/Senior Consultant** **LOS ANGELES, CA**
Served on consulting client service teams in the consumer products and aerospace & defense industries involved in re-engineering projects throughout the supply chain, finance and marketing.
- Awarded Client Serving Excellence Award 1996
- 1992-1993 **3M COMPANY** **CAMARILLO, CA**
Process Engineer, Magnetic Storage Division
Responsible daily for quality, production level, ergonomic issues, any new product launches, and any “emergencies” that would occur for the production of the 5.25” Data Cartridge. Designed and implemented processes to increase capacity and material flow. Designed and implemented automated equipment and shop floor layout to improve productivity.
- 1991 **STUART & COMPANY** **SAN LUIS OBISPO, CA**
Executive Director
Developed and implemented non-traditional innovative marketing plans.
- personal** Conversant in Portuguese. Enjoy writing and publishing operations articles, music, movies, reading, SCUBA diving, and mountain biking.

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Education

- 1999 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. First year honors recipient. Member of High Tech & New Media, Entrepreneurship, Golf, Outdoors, Democratic Clubs. Selected to be finance and lead tutor.
- 1989 – 1993 **DARTMOUTH COLLEGE** **HANOVER, NH**
Bachelor of Arts, *cum laude*, in Government.
- 1984 – 1988 **ST. PAUL’S SCHOOL** **CONCORD, NH**
Graduated *magna cum laude*.

Experience

- 1997 - 1999 **BAIN & COMPANY** **BOSTON, MA**
Associate Consultant
Estimated market sizes and dynamics, diagnosed and described product design and manufacturing processes, analyzed company financials, developed conclusions with client teams, presented to senior client management.
- Clients included cellular, data storage, and telecommunications companies.
 - Strategy work directed at finding root cause of problems, designing implementable solutions leading to results.
- 1996 –1997 **THE WHITE HOUSE** **WASHINGTON, DC**
Assistant to the Chief of Staff for Policy and Planning
Worked with incoming Chief of Staff to build his office, including staffing for press, domestic and foreign policy, correspondence and paper flow, scheduling and staff support.
- Tracked domestic policy issues and coordinated White House staff responses to policy requests from the President, Chief of Staff and his deputies.
- 1995 - 1996 **THE WHITE HOUSE** **WASHINGTON, DC**
Deputy Director of Research
Wrote, produced and distributed daily talking points on President’s activities for all White House staff
- Coordinated issue brief production and communications efforts between campaign and White House.
 - On debate preparation team, traveled with President for debate practices and performances.
- 1992 - 1993 **ANGUS KING FOR GOVERNOR** **BRUNSWICK, ME**
Scheduler, interim campaign manager and press secretary
Planned 14 month itinerary for the candidate, coordinated scheduling requests and electoral needs.
- Identified key issues to create overall and day-to-day campaign strategy; worked on paid media advertising, polling, and free media for successful, \$2 million campaign
 - Helped decide daily and long-term communications plans, using polling and other research
- 1991 - 1993 **DARTMOUTH COLLEGE INVESTMENT OFFICE** **HANOVER, NH**
Intern. Worked closely with investment staff; created spreadsheet detailing school’s venture capital portfolio.
- personal** Enjoy golf, fly-fishing, hiking and politics. Founded and organized club lacrosse team at Dartmouth. Conversational French. Worked during college as a carpenter, sous-chef, and lobsterman.

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education

- 1999 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Member of High Tech & New Media Club and the Harvard Marketing Club. Marketing Coordinator for high-tech student trips to Silicon Valley and Austin.
- 1991 - 1995 **TRINITY UNIVERSITY** **SAN ANTONIO, TX**
Bachelor of Science degree, cum laude, in Business Administration. Elected as President of Mortar Board national service organization. Served as student government elected representative. Selected as student mentor to incoming freshmen. Competed as a Member of the varsity track team. Received vocal music scholarship.
- summer
1993 **CAMBRIDGE UNIVERSITY** **CAMBRIDGE, UK**
Concentrations in economics and international trade.

experience

- summer
2000 **EBAY INC.** **SAN JOSE, CA**
Product Marketing Manager
- Developed and executed marketing strategy for eBay Local Trading.
 - Responsible for profit and loss for eBay Local Trading categories such as furniture, appliances, real estate, automobiles, sporting goods and musical instruments totaling \$5 million in annual revenues.
 - Managed \$1.2 million outbound marketing and traffic generation budget for eBay Local Trading for Q2 and Q3.
 - Led product development effort to create new web sites in San Francisco, Seattle, and Salt Lake City markets.
 - Responsible for day-to-day profitability and performance of the 53 existing local sites and led the effort to prioritize and develop new local sites, categories and traffic partnerships.
 - Advised eBay senior management on key strategy and product management priorities for eBay Local Trading.
- 1995 - 1999 **ARTHUR ANDERSEN LLP** **HOUSTON, TX**
Acting Manager/Experienced Senior Management Consulting
- Conducted comprehensive analysis of trading operations for one of the largest natural gas trading and marketing companies in North America, including analysis on derivative financial instruments and value at risk.
 - Monitored mainline software implementation project for large commodity trading company.
- Strategy**
- Evaluated strategic value and long-term profitability of several lines of business, resulting in cost savings and improved contribution through the recommended divestiture of a business segment for \$1.2 million.
- Project Management**
- Supervised, evaluated, and directed professional development of teams of up to 6 professionals while responsible for managing budgets totaling \$2.5 million in professional fees.
- Business Development**
- Led project team on an IPO engagement to facilitate a transaction that raised \$100 million in equity capital.
 - Directed international project team of 2 professional staff in Santiago, Chile, to complete 2 global SEC filings.
 - Worked with client senior management on merger and acquisition projects including valuation of identified candidates, modeling of cash flows and resolution of complex accounting issues.

- summer
1994 **UNITED STATES SENATE – SENATOR JIM EXON** **WASHINGTON, DC**
Paid Intern -- Conducted research on farm economics, labor legislation, health care reform and tax issues.

- awards** Certified Public Accountant, registered in Texas.

- community** Served as President of Trinity University Alumni Association, Houston Chapter. Participated in international mission trip to Mexico. Served 4 years as Junior Achievement Volunteer. Co-President of Harvard Christian Fellowship.

- personal** Proficient in Spanish. Traveled to 28 foreign countries. Passionate about high technology & e-commerce. Enjoy sports, hiking & outdoors, swing dance, playing guitar, singing and snow skiing.

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education

- 2000-2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Masters in Business Administration degree, June 2001. Active member of Armed Forces Alumni Association, Manufacturing and Technology Management Club, and Volunteer Consulting Organization.
- 1996-1997 **U.S. NAVY NUCLEAR POWER PROGRAM** **ORLANDO, FL & CHARLESTON, SC**
Masters of Science degree equivalent in Nuclear Engineering. Led operations team responsible for the operation of a naval nuclear propulsion plant.
- 1989-1993 **DUKE UNIVERSITY** **DURHAM, NC**
Bachelor of Science in Electrical Engineering, Dean's List 1990, 1992. Platoon Commander, NROTC: responsible for leadership and training of 25 midshipmen. President, Sigma Nu Fraternity.

experience

- 1998-1999 **RESEARCH TRIANGLE INSTITUTE** **RESEARCH TRIANGLE PARK, NC**
Marketing Engineer. Assessed over 50 new technologies for commercial potential and competitive advantage. Recommended intellectual property protection strategies for government and commercial clients.
 - Collected, organized, and analyzed market intelligence for commercial opportunity analyses, marketing strategy development, and licensing efforts.
 - Coordinated royalty license agreement between NASA Marshall Space Flight Center and two commercial partners.
- 1997-1998 **USS NIMITZ (CVN-68)** **BREMERTON, WA**
Nuclear Training Officer. Supervised a staff of eight senior personnel. Monitored qualifications, wrote examinations, and provided procedural guidance for 350 nuclear operators.
 - Planned and administered a technically sensitive training program for a 450-person department. Awarded Navy Achievement Medal for superior performance.
 - Managed 80 personnel in the in-port operation of two nuclear reactor plants. One of three junior officers out of a group of 20 to fulfill this operational management position.
Assistant Engineering Officer. Supervised, trained, and evaluated 30 mechanics in the operation and maintenance of a \$100M propulsion system and steam plant in one of *Nimitz*' two main machinery rooms.
 - Executed a time-sensitive, precedent-setting, major maintenance effort while *Nimitz* was stationed in the Persian Gulf. Directed the completion of over 40 maintenance tasks in a 48-hour period and ensured that the main machinery room was restored to full operational capability ahead of schedule.
 - Selected as one of four leading operations managers out of a group of 20 for two periods of high profile nuclear testing. Managed a multi-disciplinary test operations team of 25 electricians, mechanics, and chemists.
- 1994-1996 **USS CARON (DD-970)** **NORFOLK, VA**
Communications Officer. Supervised, trained, and evaluated 18 radio technicians in the security and efficiency of a \$25M shipboard communications system.
 - Coordinated logistical support and operational planning in the rescue and safe transport of over 5,000 Cuban refugees during a humanitarian mission off the coast of Cuba in September 1994.
 - Initiated and implemented a shift from paper to electronic delivery of hundreds of daily messages resulting in more efficient and accurate communication throughout the ship.
 - Maintained ship's highly sensitive classified communications material program.

community

- 1998-1999 **1999 SPECIAL OLYMPICS WORLD SUMMER GAMES** **RALEIGH-DURHAM, NC**
Volunteer Operations Manager. Supervised, scheduled and trained over 500 volunteers supporting the arrival and departure of over 10,000 athletes, coaches and delegates from 50 states and 150 countries.

personal

Interests include golf, basketball, and travel.

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education

- 2000 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Awarded Arthur D. Little Junior Achievement Scholarship. Member of Marketing, Healthcare & Biotechnology and Outdoor clubs.
- 1988 -1991 **UNIVERSITY OF WISCONSIN-MADISON** **MADISON, WI**
Bachelor of Arts degree in International Relations, conferred with distinction. Degree completed in three years.

experience

- Fall 1999 **JOHN DEERE & COMPANY** **CHARLOTTE, NC**
Strategic Management Program Intern
Analyzed potential \$20M international acquisition for Deere Commercial & Consumer Equipment Vehicle Group. Evaluated worldwide market opportunity for utility vehicle sales and profiled North American landscape, golf course and property maintenance industries. Directed customer research with commercial equipment users, identifying strategies to increase cross-selling opportunities between Deere business units.
- 1998 - 1999 **BUTLERANDCO.COM** **LITTLE SUAMICO, WI**
Co-founder and Director, Marketing and Business Development
Created employee benefits marketing firm offering insurance products to employers and families through a proprietary, laptop-based enrollment system. Responsible for sales, marketing and product development efforts.
- Designed 401K, IRA, long-term care and health insurance products marketed to small business clients.
 - Recruited 7 regional sales managers, expanded operations into 10 new states and employed a total of 16 people by end of first year of operations. Coordinated development of Enrolleze™ client enrollment software package.
 - Developed distribution network of independent insurance agents now providing coverage to 4,500 insured individuals. Created marketing materials and conducted agent and customer training sessions.
- 1994 - 1998 **AMERICAN MEDICAL SECURITY** **GREEN BAY, WI**
1997 - 1998 **Technical Assistant to the Chief Executive Officer**
Executed project management duties for life and health insurer with more than \$1.1 billion in revenues. Acquired \$81M group health carrier, rationalized operations and integrated acquired company's administrative and customer service functions. Created investor relations materials and recruited board members. Developed corporate operating plan with CEO and assisted with organizational preparations for initial public offering on NYSE.
- 1995 - 1997 **Director, Health Maintenance Organization and Provider Network Development**
Established seven joint venture HMOs in less than two years, representing a combined capital investment of more than \$15M. Designed provider contracts, recruited management staff and completed certificate of authority filings.
- 1994 - 1995 **Public Relations / Government Affairs Assistant**
Drafted policy papers and Congressional testimony regarding health insurance programs in the U.S. and Canada. Organized insurance carriers to improve their industry profile with public and legislative audiences.
- 1993 - 1994 **WISCONSIN STATE ASSEMBLY REPUBLICAN CAUCUS** **MADISON, WI**
Policy Analyst
Advised legislators on agriculture, natural resources, consumer protection, water rights, tourism and mining issues. Helped achieve a Republican majority in the State Assembly for the first time in more than 30 years.
- 1991 - 1993 **U.S. HOUSE OF REPRESENTATIVES – REP. TOBY ROTH** **WASHINGTON, DC**
Legislative Assistant & District Director
Researched agriculture and natural resource policy issues. Directed constituent relations for thirteen county area. Campaign manager for 1992 reelection campaign with \$400K budget, garnered 65% of the popular vote.

personal
in German.

Co-owner of Benchmark Property Development. Active Junior Achievement volunteer. Conversant

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education

- 1999-2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Elected Publisher and CEO of The Harbus News Corporation, which includes 4 print properties, 1 on-line publication and an e-commerce site. Responsible for 25% increase in income and management of 10 paid staff and 40+ volunteers.
- 1990-1994 **DARTMOUTH COLLEGE** **HANOVER, NH**
Bachelor of Arts degree in Comparative Literature. Received High Honors for thesis and two citations for academic excellence. Selected as Class of 1939 Senior Scholar. Awarded Tucker fellowship for outstanding academic performance and contribution to community. Member of Dartmouth track team. Contributing author to *Spare Rib*.

experience

- summer
2000 **CBS MARKETWATCH.COM** **SAN FRANCISCO, CA**
Summer Associate
Evaluated new business and product opportunities for #1 ranked financial news website. Worked closely with VP of Product Development in creating and launching additional financial tools, columns, and sections of the site.
- Performed strategic analyses of competitor sites. Identified key weaknesses and strengths in CBS MarketWatch offerings. Recommendations led to comprehensive site redesign and reprioritization of content areas.
 - Explored market expansion opportunity in the print publishing industry. Negotiated with major newspaper for national distribution of CBS MarketWatch content. Implementing idea as part of consulting project this term.
- 1997-1999 **TOWER MEDIA** **NEW YORK, NY**
1998-1999 **Divisional Director, Print and On-line Media**
Integral member of senior management team for \$11 million start-up company focusing on print and on-line publications. Built division by launching 4 products, increasing revenues from \$1 million to \$2.5 million in a year.
- Created and introduced on-line newsletter for mutual fund industry. Led marketing and editorial teams that determined product's content and price. Achieved profitability within 6 months of introduction.
 - Defined and implemented strategy for firm by structuring acquisitions and obtaining funding for key projects. Forged partnerships with Nasdaq-Amex Stock Market and Spencer Stuart resulting in \$750,000 in revenue.
 - Represented firm to major external clients. Developed relationships through sales presentations and product negotiations. Generated \$600,000 in advertising revenue from Citibank Private Bank and Ace Limited.
- 1997-1999 **Managing Editor**
Established editorial style and organizational structure for *Director's Alert*, a print newsletter for Fortune 1000 corporate board members. Oversaw all content generation. Attained profitability within 12 months of introduction.
- Formed and led 5-person team of reporters, freelance authors, and graphic designers. Cultivated and assigned story ideas to reporters. Built network of contacts from scratch to generate interviews with industry leaders.
 - Developed vision for product. Contributed interviews with Lou Gerstner, George Schultz, and Jack Welch.
- 1995-1997 **J.P. MORGAN & CO. INC.** **NEW YORK, NY**
Associate, Private Client Services Group
Marketed equity and fixed income derivatives to Fortune 100 CEOs and other high net worth individuals.
- Generated \$22 million in 1995-1996 as member of three-person start-up group within Private Client Services. Engineered multiple derivative products, including principal protected notes with embedded options and equity swaps tied to emerging market indices.
 - Built primary relationship with institutional equity derivatives group resulting in \$6 million contribution to team's bottom line. Expanded client base for emerging markets unit by re-packaging their products for private clients.
- 1994-1995 **Analyst, Private Client Services Group**
- Designed and implemented reporting infrastructure for new brokerage unit.
 - Introduced processes and analytical tools for Global Managing Director to determine profitability of clients.
- personal** Editor and co-author of Unheard Of, a collection of essays. Founder of WIN, a networking group for women at J.P. Morgan. Five-time marathon runner (New York, Boston, Burlington).

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education

1999 - present

HARVARD BUSINESS SCHOOL

BOSTON, MA

Candidate for Master in Business Administration degree, June 2001. General management curriculum. Member of High Technology & New Media and Marketing clubs.

1989 – 1993

NORTHWESTERN UNIVERSITY

EVANSTON, IL

Bachelor of Science degree, cum laude, in Economics. Graduated in top 2% of class. Elected to Phi Beta Kappa. Director of Freshman Orientation Program. Northwestern Homecoming Parade and Pep-Rally Chairman. Received Order of Omega Award for outstanding campus leadership.

experience

2000

DIAMOND TECHNOLOGY PARTNERS

CHICAGO, IL

Summer Associate

Researched, designed and proposed electronic commerce initiatives for a consumer products manufacturer.

- Estimated financial and market share impact of various marketing promotions.
- Developed all facets of preliminary business plan for a proposed internet services exchange. This plan included market size estimates, competitive analysis and projected business valuations.

1997 – 1999

SAP AMERICA / CAMPBELL SOFTWARE, INC.

CHICAGO, IL

Senior Sales Consultant

Directed sales and implementation teams of 3 to 10 professionals for Campbell, a start up software development company that generated over 100% yearly revenue growth from 1994 to 1997 and was acquired by SAP America in 1998.

- Led over 10 software sales pilots generating \$4M+ total revenue in license and consulting service fees. Clients included J.Crew, Talbots, Holt Renfrew and Hudson's Bay.
- Developed partnerships with third party vendors and major independent consulting firms to create and implement custom applications.
- Received President's Award in 1998 for leadership and outstanding contributions to the business.

1995 - 1997

Sales Consultant

Implemented workforce management solutions and developed post-sales executive level relationships with clients including The Gap, Lowe's and Toys 'R' Us.

- Surveyed entire client base to assess Campbell's product performance and to identify consulting service sales opportunities.
- Conducted technical sales presentations, proof of concept assessment and return on investment analyses.
- Qualified leads and performed product demonstrations at software trade shows.

1993 - 1995

DELOITTE & TOUCHE MANAGEMENT CONSULTING

CHICAGO, IL

Business Analyst

Diagnosed problems, performed analyses, implemented solutions and presented findings to senior client management of Fortune 500 companies.

- Developed production and procurement model to construct sourcing strategy for \$30M thermoplastic division of a major Japanese manufacturing company.
- Created financial allocation methodology to assess product viability for a leading publisher of twelve scientific journals.
- Implemented activity based costing system to analyze overall cost structure of a molded plastics manufacturer. Constructed database model to trace costs to activities and product lines.

community

Volunteer counselor and motivational speaker at *Business World*, an intensive education camp that encourages high school students to acquire and develop business skills.

personal

Interests include child mentoring, snowboarding, SCUBA diving, and international travel.

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education

1999 - 2001

HARVARD BUSINESS SCHOOL

BOSTON, MA

Candidate for Master in Business Administration degree, June 2001. Member of Finance, Venture Capital and Private Equity, Investment Management, Women's Ice Hockey, Leadership Ethics, Volunteer Consulting, and Social Enterprise Clubs. Organized Venture Capital/Private Equity Panel for Women Building Business Conference. Treasurer of HBS Women's Ice Hockey team.

1993 - 1997

TUFTS UNIVERSITY

MEDFORD, MA

Bachelor of Science degrees, *magna cum laude*, in Mathematics and Quantitative Economics. Phi Beta Kappa. Varsity Women's Soccer Team: 4 year starter, team captain and MVP, All-American 1996. Varsity Women's Softball: 4 year starter, All New England 1994-1997. Varsity Women's Basketball: 4 year starter, team captain. One of twelve Tufts students selected for outstanding senior leadership award. Bennett Memorial Prize in Leadership. Lewis Manly Memorial Prize in Economics. Teaching Assistant for Tufts Mathematics Department, 2 years. Intern, Tufts Economics Department, 1 year. Office Assistant for Tufts Athletic Department, 4 years.

experience

Summer
2000

BAIN & COMPANY

BOSTON, MA

Summer Associate

Assisted in the evaluation and development of early stage investments for bainlab, Bain & Company's business incubator.

- Evaluated 30+ business plans, interacted with entrepreneurs, and made investment recommendations.

1997 - 1999

JAPONICA PARTNERS

PROVIDENCE, RI

Investment Analyst

Assisted in the sourcing, evaluation, and development of controlling, billion-dollar private equity investments in the consumer products, diversified manufacturing, and transportation industries.

- Performed extensive financial modeling, including: pro forma, comparable company valuation, comparable acquisition, adjusted book value, merger plans, and leveraged buyout analyses.
- Conducted intensive business, financial, accounting, and legal due diligence on potential investments. Analyzed historical/projected performance, previous/current management, industry trends and dynamics, the performance of divisions/business units, prominent competitors, and customers and suppliers.
- Identified "add-on" acquisitions, spin-off opportunities and value-maximizing operations, marketing, and new product strategies.
- Work closely with Japonica's Executive Resource Network, executives with expertise in the areas of sales, marketing, finance, international operations, and research and development, to further understand the business and to ensure the execution of a business strategy designed to improve operations into the industry benchmark.

June 1996 –
Dec. 1996

FEDERAL RESERVE BANK OF BOSTON

BOSTON, MA

Economic Research Department Intern

- Conducted extensive economic research and designed detailed economic model to analyze real estate pricing dynamics.

1996

MERRILL LYNCH

BOSTON, MA

Sales and Trading Intern

- Prepared presentations for high net worth clients. Identified potential new clients.

community

Summer
1999

Volunteered at six week day camp run by the Massachusetts Hospital School for mentally and physically disabled children. Volunteered three nights a week at Rosie's Place, homeless shelter for women in the Boston area.

personal

Enjoy competitive team and individual sports. Rhode Island Sting Rays Semi-Professional Soccer Team, Cambridge Women's Soccer Club. Director, Tufts Alumni Athletic Association. Tufts Alumni Admissions Interviewer.

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education		
2000-2001	HARVARD BUSINESS SCHOOL	BOSTON, MA
	Candidate for Master in Business Administration degree, June 2001. Member of Venture Capital and Principal Investment Club, Management Consulting Club, Manufacturing and Technology Management Club, and Ibero-Americano Club.	
1989 - 1994	COLORADO SCHOOL OF MINES	GOLDEN, CO
	Bachelors of Science degree in Engineering with a Mechanical Specialty. Honor Roll and Dean's List. Varsity Football, four letters and full tuition scholarship. Varsity Track, two letters. Alpha Tau Omega Social Fraternity, Assistant House Manager and Social Committee.	
experience		
1996 - 1999	SUPERBUS DE BOGOTA	BOGOTA, COLOMBIA
1997 - 1999	Production Manager	
	Supervised production operations of bus manufacturing company of 450 employees. Managed two separate facilities, five departments, and seven production engineers.	
	<ul style="list-style-type: none">• Managed project to open a new production facility for a new model of nineteen-passenger vehicle. The new plant increased unit production capacity 50% and led to a 20% increase in revenues. Plant design was based on the production line techniques developed and implemented in my previous experience as a Project Engineer.• Implemented changes in main production plant layout and process flows, recovering a large area of sub-utilized floor space, which enabled the closing of a separate facility and recovery of project costs in five months without loss of capacity.• Developed financial projections and initial plant designs for a joint venture project to produce articulated buses with an international partner. Project is currently in the implementation phase.• Restructured department organization, implemented worker training programs, initiated pay scale study, and normalized salary adjustments. Reduced overtime costs 50%, installed preventive maintenance department, and assisted in development of standard cost accounting system.	
1996 - 1997	Project Engineer	
	Initiated and directed a project to plan and install the company's first production line.	
	<ul style="list-style-type: none">• Headed multidisciplinary team in production line design, initial estimation of standard times for line operations, personnel requirements, tool and equipment requirements, and implementation timeline.• Managed all aspects of the production line during implementation stage including equipment installation, hiring of 32 line workers, new employee training, production schedules, supervision of quality control, materials planning, line balancing, equipment maintenance, and client relations.• Proposed several design changes that increased line productivity and product quality. The new production line increased overall capacity by 20%, decreased unit labor costs by 15%, and throughput time by 40%.	
1996	Structural Engineer	
	Analyzed effects of bus body load characteristics on different chassis types. Performed initial design modifications to adapt working designs to new chassis models.	
	<ul style="list-style-type: none">• Implemented machine relocation project that reduced material transport times by 40%.• Supervised construction of thirty-passenger prototype vehicle.	
1994 - 1995	SCHLUMBERGER WELL SERVICES	LIBERAL, KS
	Wireline Engineer	
	Performed radioactive and electrical measurements on rock formations in new oil and gas wells to determine their production potential. Managed logging crew of two operators and all aspects of logging operations including safety, client relations, technical analysis, and radioactive materials handling. Services were performed at remote locations on an on-call basis, 24 hours a day.	
	<ul style="list-style-type: none">• Member of team of three Engineers which successfully launched new services, increasing revenue by 100%.	
personal	Fluent in Spanish. Work with development of small family lodging business. Enjoy travel, fly fishing, and skiing.	

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education
1999-2001

HARVARD UNIVERSITY GRADUATE SCHOOL OF BUSINESS ADMINISTRATION **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Co-President of Armed Forces Alumni Club, Catholic Student Association, and Running Club. Active member of High Tech & New Media Club and chair member on the HBS student Technology Committee.

1989-1993

UNITED STATES NAVAL ACADEMY **ANNAPOLIS, MD**
Awarded Bachelor of Science degree in Economics with merit (top 10% of graduating class). Elected to Omicron Delta Epsilon (Economics) Honor Society. Honor Committee Representative for 120 students.

experience
2000
summer

ZENTROPY PARTNERS, INC. **CAMBRIDGE, MA**
Engagement Manager. Developed Internet strategies and interactive marketing solutions for Fortune 1000 companies and E-commerce start-ups. Clientele included a large financial institution and an internet B2B exchange.

- Conducted study on wireless technology market opportunities; Created a unique knowledge management system that was adapted as a company standard for emerging technology research.
- Lead team of 8 interns in creating a website for the "Trail to a Cure" leukemia charity event.

1993-1999

LIEUTENANT, UNITED STATES NAVY **VIRGINIA BEACH, VA**
SEAL TEAM FOUR

1998-1999

Assistant Operations Officer. Led 15 officers and 40 enlisted Sea Air Land (SEAL) commandos, directly supervising their professional development and welfare. Directed operational management, administration, and logistical support for 7 SEAL platoons composed of 112 people.

- Supervised SEAL platoon commanders and junior officers on management, personnel, and logistics.
- Developed cost effective methods for the training and deployment of 5 SEAL platoons that saved over 25% of the annual budget.

1997-1998

SEAL Platoon Commander. Led 15 SEAL personnel in 12 complex and demanding Special Forces missions throughout Europe and Latin America. Liaisoned with foreign officials. Executed tactical leadership decisions, managed logistics and administrative issues, initiated personnel training programs and supervised equipment valued at over \$2.5 million.

- Awarded Navy Commendation Medal for superior leadership and professional performance.
- Chosen as military expert on a joint U.S.- Peruvian team that established the first counter-drug school in Iquitos, Peru (project cost of over \$30 million). Developed the curriculum and structure of this landmark institution that trains over 500 Peruvian government and military personnel annually.

1996-1997

Assistant SEAL Platoon Commander. Led 8 enlisted SEAL personnel in Special Forces operations within Latin America. Responsible for administration, logistics, and training of a 16 man SEAL platoon.

- Initiated and developed SEAL Team FOUR's wireless digital imagery capability.

1996

SPECIAL BOAT UNIT TWENTY **VIRGINIA BEACH, VA**

Small Boat Detachment Commander. Led 7 enlisted personnel in Special Forces missions throughout Europe. Executed tactical leadership decisions and managed logistics, personnel and administrative issues.

personal

Enjoy computer technology, triathlons, and outdoor activities. Programming experience includes HTML and Javascript, website authoring and consultation. First choice by peers for computer and internet related advice and information, as well as all gym class activities. Conversant in Spanish & German.

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617.576.3682

education

- 1999 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Awarded First Year Honors. Co-Coordinator of Taft Sports Program and Summer Search volunteer program. Co-Founder of DC Trek and Director of Infrastructure Technology for Boston Trek 2001. Member of High Technology & New Media, Entrepreneurship, and Venture Capital & Principal Investing Clubs.
- 1991 - 1995 **DAVIDSON COLLEGE** **DAVIDSON, NC**
Bachelor of Arts degree in Economics. Awarded the NationsBank and Stuart Scholarships. Recipient of the A.K. Phifer Economics Award. Member of Phi Beta Kappa, Omicron Delta Kappa, and Omicron Delta Epsilon honor societies. Elected to the student-run Honor Council.
- spring 1994 **KENT STATE UNIVERSITY** **GENEVA, SWITZERLAND**
Participated in semester-long study abroad program focused on international economics.

experience

- summer 2000 **STORAGENETWORKS, INC.** **WALTHAM, MA**
Marketing Associate
Performed comprehensive market research and business analysis for the leading storage service provider. Focused on the Company's fiber optic network strategy including architecture, services definition, costs, and pricing.
- Explored customers' willingness to pay for the connectivity required to deliver core storage service offerings. Analyzed cost to provide these connectivity services. Presented recommendations to the CEO, CTO and other members of senior management.
 - Worked closely with the Vice President of Infrastructure Engineering and members of his staff to evaluate a variety of network architectures and associated optical equipment suppliers from both a financial and operational perspective.
 - Performed market research and costing analysis to determine appropriate pricing of connectivity services for StorageNetworks' largest client.
 - Led effort to determine monthly reporting requirements for both the Business Strategy group and the Sales force. Worked closely with representatives from Finance and IT to establish a central database to track key statistics of the Company's Service Level Agreements.
- 1997 - 1999 **BANK OF AMERICA CAPITAL INVESTORS** **CHARLOTTE, NC**
Associate
Evaluated, pursued, and managed direct equity investments in high-growth, middle-market companies for \$1.3 billion captive private equity fund.
- Led due diligence, negotiated senior financing, and prepared internal approval documents for \$100 million leveraged recapitalization of a rural telecommunications service provider. Served as member of the Finance Committee and regularly attended board meetings.
 - Advised senior management of portfolio company engaged in software development in evaluating future capital requirements. Led due diligence effort and drafted internal approval memos for \$3 million follow-on investment. Regularly attended board meetings.
 - Proposed and implemented casual Friday.
- 1995 - 1997 **WHEAT FIRST BUTCHER SINGER** **RICHMOND, VA**
Financial Analyst
Participated in all aspects of various corporate finance transactions for middle market clients of regional investment bank. Developed valuation analyses, performed due diligence, and analyzed strategic issues for clients. Pursued transactions in a variety of industries including healthcare, telecommunications, and insurance.
- personal** Activities: Co-Class Chair, Davidson College Annual Fund Drive; former drummer for Big Back Yard. Hobbies: politics and economics, networking technology, non-fiction, live music (jazz/rock), traveling, outdoor sports, and stand-up comedy.

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education		
2000 - 2001	HARVARD BUSINESS SCHOOL	BOSTON, MA
	Candidate for Masters in Business Administration degree, June 2001. Elected Co-President of 250 member Investment Club and elected Co-Chair of Denver Trek 2001 (high technology conference and job fair in Denver for Rocky Mountain region companies). Member of Venture Capital and Alpha Fund Clubs.	
1990 - 1994	AMHERST COLLEGE	AMHERST, MA
	B.A. in Economics and English. Completed independent study on micro-enterprise in developing countries. Senior Class President. Peer Career Advisor for Office of Career Counseling. Captain of Men's Varsity Lacrosse Team. Instructor of The Films of Chevy Chase. 5 th Year Reunion Chairman.	
experience		
1994 – 1999	PUTNAM LOVELL SECURITIES Inc.	SAN FRANCISCO, CA
1996 – 1999	Department Head, Institutional Equity Sales and Trading Division. Founded and managed seven-person group within the investment bank. Responsible for building relationships with institutional investment firms to generate trading commissions. Sell-side research focused on the asset management and brokerage sectors. 1999 revenues of \$4.2 million, up 200% from previous year.	
	<ul style="list-style-type: none">• Hired and supervised all division staff; led daily morning meeting with research analysts; controlled travel schedules and territory and account coverage; designed and taught training programs; structured all internal reporting processes; planned quarterly department budget.• Advised 75 buy-side clients, primarily in Boston and New York, through daily communication of research ideas and market information. Identified and initiated contact with prospects; facilitated management visits, company trips and analyst meetings; hosted client lunches and dinners regularly.• Organized investor conferences; coordinated syndicate and underwriting activities; provided trading and settlement support; distributed research materials; directed vendors; handled all administrative tasks.• Collaborated with research analysts on new investment ideas, industry pieces and events.	
1994 – 1996	Analyst, Investment Banking Division. Conducted and prepared financial analysis; wrote selling memoranda; managed transaction processes; created presentations; generated internal research materials. Worked in teams of 3 - 4. Deals include:	
	<ul style="list-style-type: none">• Sale of Montgomery Asset Management, L.P. to Commerzbank AG• Restructuring of LBS Capital Management, Inc.• Sale of Aetna Realty Investors, Inc. to TA Associates• Acquisition of David L. Babson & Co. by Mass Mutual• Sale of Pilgrim Baxter & Associates to United Asset Management	
1998 – present	MOUNTAINBLADE LIMITED	DENVER, CO
	Chief Financial Officer. Developed operating model for patented full suspension off-road rollerblade manufacturer. Maintain company financials; compose weekly meeting minutes; build marketing presentations; solicit potential investors; prepare tax returns.	
summer 1993	COMMITTEE FOR ECONOMIC DEVELOPMENT	WASHINGTON D.C.
	Intern. Created research file for position paper on decline in pension participation in the United States. Summarized hearings and reports; compiled directory of organizations involved with issue; wrote report on congressional jurisdiction over pensions; performed statistical analysis.	
certification	NASD Series 7 and Series 63.	
personal	Devoted bump skier, avid mountain biker and occasional bungee jumper. Classic country music enthusiast.	

STEPHANIE LEIGH SMELTZER

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education

2000-2001

HARVARD BUSINESS SCHOOL

BOSTON, MA

Candidate for Master in Business Administration degree, June 2001. First-year academic honors. Active member of Venture Capital Principal Investment Club and High Tech and New Media Club.

1987-1991

TEXAS CHRISTIAN UNIVERSITY

FORT WORTH, TX

Earned Bachelor of Science in Accounting. Elected student body treasurer. Served as student advisor to the Chancellor and Board of Trustees. Initiated on campus Salvation Army Toys for Tots program.

experience

1999

THE WALLACH COMPANY

DENVER, CO

Associate Investment Banker

Investment banking associate for Denver boutique investment bank specializing in sell-side merger and acquisition advisory services. Represented technology and consumer product corporations in sale transactions and private equity placements. Performed valuation assignments and strategic analyses, prepared information memorandum, and conducted target buyer analysis and transaction marketing to prospective investors.

- Advised leading data visualization software company on its sale to Fortune 500 Company.
- Provided IPO advisory services to the CEO of Harris Interactive.
- Managed \$10 million recapitalization of sports marketing company.

1995-1998

ARTHUR ANDERSEN

MOSCOW, RUSSIA

Associate Director of Corporate Finance

Co-established the corporate finance practice for Arthur Andersen in Russia. Responsible for deal origination, transaction marketing and investor relations. Led staff recruiting and training efforts.

- Lead advisor to Russian clients on private equity and debt placements. Raised over \$250 million for Russian clients from investors including the European Bank for Reconstruction and Development, The Carlyle Group, Sachsen Landes Bank and OPIC.
- Managed the restructuring of Russia's fourth largest steel plant during its bankruptcy. Worked closely with the Volgograd Mayor and the Russian Federal Bankruptcy Committee.
- Managed transaction due diligence projects for Western investors and banks. Advised investors on optimal investment vehicles and tax structuring.
- Expert speaker at numerous international conferences focused on investment in Russia.
- Conducted training in valuation, due diligence and investment structuring for 200 personnel.

1991-1995

ARTHUR ANDERSEN

DENVER, CO; DALLAS, TX

Manager

Managed audits for high technology and consumer product companies. Simultaneously supervised 2-3 engagements averaging 5 staff each. Conducted national training for 100 staff. Consistently ranked top of class and achieved manager position one year ahead of standard.

affiliations

Certified Public Accountant and member of the American Institute of Certified Public Accountants.

community

Volunteer for Tim Draper's BizWorld, designed to teach children about business. Established Boy Scouts of America educational program for underprivileged high school students in Denver.

personal

Conversant in Russian and French. Studied classical ballet. Enjoy travel, Italian cooking, French wines and salsa dancing.

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education

1999 - 2001 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2001. Active member of the Finance, Management Consulting, and the Armed Forces Alumni clubs. HBS Rugby Football Club member.

1989 - 1993 **UNIVERSITY OF NEW HAMPSHIRE** **DURHAM, NH**
Bachelors of Arts in Economics, May 1993. Cum Laude. ROTC Distinguished Military Graduate (top 1%), ROTC Scholarship Award winner, Cadet Battalion and Ranger Company Commander, Presidential Saber for Leadership excellence, ROTC Outstanding Cadet Award, Rugby Football Club Forwards Captain, 1993.

experience

summer
2000

EXXONMOBIL CORPORATION **DALLAS, TX**
Financial Analyst, Treasurer's Department.

- Researched, analyzed and initiated a Request for Proposal for the Sale/Leaseback of a \$30million Power Plant.
- Developed a working template to forecast the daily cash position and improve efficiency of the company's Commercial Paper program.

1993 - 1999 **UNITED STATES ARMY: CAPTAIN, ARMOR**
1997 - 1999 **COURSE MANAGER, SCOUT PLATOON LEADERS COURSE** **FORT KNOX, KY**
Managed all aspects of a rigorous three-week course training over 280 Lieutenants a year in scout tactics. Responsible for instructor training, lesson plan development, student recruiting, equipment resourcing, and annual budgeting. Directly responsible for the welfare and training of 27 instructors assigned to the course.

- Analyzed, designed and implemented two eight day training cycles in support of a related course allowing the Army to provide additional training to its personnel at no additional aggregate cost to the unit.
- Developed an instructor training program that became the model for all other courses in the unit. Program produced the highest number of Instructors of the Month in 1998 (8 of 12) ahead of 6 other courses.
- Advised U.S. Army research team on the testing and design of future scout weapon systems.
- Commandant's List (top 20%) of a six-month course designed to train officers for executive level staff and general management positions.

1996 - 1997 **SQUADRON MAINTENANCE OFFICER** **FORT CARSON, CO**
Managed all aspects of the maintenance and repair of over 350 combat and support vehicles for an 1100-man cavalry organization. Served as the unit liaison with all outside agencies to facilitate acquisition and coordination for all required parts and special maintenance operations. Managed 106 mechanics and support personnel from six separate units in the day to day maintenance, repair and operational status of all assigned vehicles.

- Developed a program to centralize spare parts inventory resulting in a reduction of over 50% in local inventory while improving inventory replenishment model from 2 days to 6 hours.
- Awarded the Army Commendation Medal for outstanding job performance and selected for the Regimental Junior Officer Leadership Award from among 50 officers.

1993 - 1996 **EXECUTIVE OFFICER/ PLATOON LEADER** **FORT BLISS, TX / FORT CARSON, CO**
2nd in Command of a 136 man unit with 36 vehicles valued in excess of \$50 million. Accountable for all personnel, supply, maintenance, and logistical functions for the unit. Managed a staff of 30 personnel in the accomplishment of these tasks.

- Planned and executed the permanent movement of all unit equipment and personnel from El Paso, TX to Colorado Springs, CO without loss in unit readiness.
- Developed a Troop Standard Operating Procedure manual to streamline operations resulting in a Green rating (highest possible) from the Post and Regimental Inspection Team in all areas.
- Awarded the Army Commendation Medal for leading a 10-man team to 3rd place out of 23 teams from across the country in the 3rd Corps Cavalry Cup Competition in 1995.
- U.S. Army Ranger, Airborne, and Air Assault school. Distinguished Graduate (#1 of 64 students) of the Armor Officer Basic Course.

personal

Enjoy sports and outdoor activities (skiing, golf, camping, and mountain biking). Member of Ducks Unlimited.

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education

2000-2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Developing internet and distance learning strategy for non-profit as team participant in Volunteer Consulting Organization. Member of High Technology & New Media, Management Consulting and Marketing Clubs.

1990-1994 **NORTHWESTERN UNIVERSITY** **EVANSTON, IL**
Bachelor of Arts degree in History and American Studies, minor in Business Institutions. Graduated with Honors. Member of Northwestern Alumni Admissions Council. Selected Counselor of Freshman Urban Program, new student volunteer camp. Co-chair of Northwestern University Hunger Clean-Up.

experience

1998-2000 **SUN MICROSYSTEMS, INC.** **BROOMFIELD, CO**
Marketing Manager

Developed programs to proliferate Sun technologies through education.

Business Development

- Designed program to penetrate academic market. Created internet portal for students to learn Sun technologies. Established all product parameters encompassing technical specifications, marketing collateral and public relations. Directed program launch in North America, Asia and Europe.
- Managed new partner service, Authorized Java Center, a component of Sun's strategy to increase global market for Java technology. Created and executed marketing plan for over 100 affiliates worldwide.
- Advised sales and marketing representatives on negotiating and establishing successful channel partnerships, representing 40% of division revenue.

Brand Management

- Developed comprehensive branding strategy for 200 partners in 52 countries, representing \$120 million revenue. Led project from conception through implementation, including development of program guidelines, business agreements, marketing collateral and field launch training materials.

1994-1998 **ARTHUR ANDERSEN LLP** **HOUSTON, TX**
Consultant

Served on consulting teams in telecommunications, energy and manufacturing industries. Promoted three times within three years. First analyst hired in Houston office.

Business Process Reengineering

- Assisted large telecommunications company in joint venture to produce new product combining internet software, pagers and cellular phones. Served as Assistant Plant Manager, re-engineered existing manufacturing line to increase throughput 50%.

Software Infrastructure and Implementation

- Assessed requirements for software purchase by industrial electronics company. Screened vendors and recommended final choice by performing cost benefit analysis of technology investment exceeding \$5 million. Led sales and distribution professionals in implementation of ERP software.

Market Analysis

- Evaluated feasibility of international oil and gas investments for Fortune 500 oil company. Deployed activity based costing model to estimate required resource allocation.

community

1998-2000 **AMEND, INC.** **DENVER, CO**
Member, Board of Directors

Non-profit agency established in 1974 to combat domestic violence in Colorado.

- Advised agency management in execution of marketing plan to develop new strategies for growth.
- Encouraged creation of new services to reach broader audience and leverage existing expertise.
- Attracted and selected new board members, increasing board size by 50%.

personal

Avid runner, completed the Houston Marathon and the Boerne Lake Triathlon. Enjoy ski racing, mountain biking and hiking. Annual participant in the Pan Mass Challenge, 2 day 200 mile ride to raise money for cancer research.

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education

- 2000 - 2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Member: High Tech and New Media Club, Management Consulting Club, Volunteer Consulting Organization, Outdoors Club and HBS Christian Fellowship.
- 1991 - 1995 **UNIVERSITY OF NORTH CAROLINA** **CHAPEL HILL, NC**
Bachelor of Arts degree *with distinction*: Economics and Spanish. Participated in Freshman and Sophomore Honors Program. Selected for one-year study abroad program in Seville, Spain. Elected to Phi Beta Kappa.

experience

- 1995 – 2000 **CARMAX SUPERSTORES, INC.** **RICHMOND, VA**
1999 – 2000 **Regional Marketing Manager**
Helped define the scope and job responsibilities of marketing manager position, which was created to improve regional profitability. Oversaw all regional marketing initiatives and managed a \$5 million dollar advertising budget. Served as liaison between corporate marketing department and the Southeast Region's 10 stores.
- Compiled and analyzed in-depth market studies outlining sales trends, customer demographics, competition, advertising mix, and share of voice.
 - Led initiative toward regional inventory customization that resulted in companywide shift in inventory strategy to better meet local demand.
 - Developed and implemented "Total Cost of Ownership" campaign that clarified value proposition of no-haggle pricing, improved sales process, and provided more timely and accurate competitor information.
 - Proposed and tested new media allocation strategies that resulted in cost savings up to 35%.
- 1998 - 1999 **Corporate Planning Manager**
Performed strategic and financial analysis of potential store sites and dealership acquisitions. Provided analytical support to marketing, HR, and store operations in an internal consulting role.
- Oversaw revenue side of budgeting process, which involved sales forecasting and seasonal index development.
 - Developed 3-year real estate expansion plan outlining new market entries, additional store openings, and acquisitions. Served as project manager to coordinate efforts across departments to achieve expansion goals.
 - Managed 3 analysts and actively participated in recruiting and selection of new hires.
- 1996 - 1998 **Corporate Planning Senior Analyst**
Created cash flow models to evaluate profitability of potential real estate investments. Identified and analyzed possible acquisition targets; recommended dealerships to pursue and price range for negotiations.
- Served on 3-person team that met quarterly with CEO to present findings and set future expansion goals.
 - Participated on site selection team that visited and evaluated potential real estate sites.
- 1995 - 1996 **Market Research Analyst**
Managed all in-house market research projects from design to completion including customer satisfaction surveys, market awareness studies, focus groups, and competitive research. Determined which projects should be completed internally and which should be outsourced.
- Led company transition from phone surveys to paper-based research methods, which resulted in better quality data, increased communication with customers, and lower costs.
 - Redesigned and automated monthly reporting of survey results. Established performance benchmarks and scoring system that was used throughout the company as a performance management tool.

community **Hope Church**, World Impact Committee Member (1999-2000). **Crisis Pregnancy Center**, Volunteer Counselor (1998-1999). **West End Presbyterian Church**, Volunteer Youth Leader (1995-1997).

personal Conversant in Spanish. Enjoy triathlons, volleyball, and international travel. Completed 1999 Chicago Marathon.

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education

- 2000 - 2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Member of the High Tech & New Media Club, the Entrepreneurship Club and the Armed Forces Alumni Association.
- 1991 - 1995 **UNITED STATES MILITARY ACADEMY** **WEST POINT, NY**
Awarded Bachelor of Science degree in Economics. Selected to command 120-cadet company as a senior. Elected to Phi Kappa Phi Academic Honor Society.

experience

- summer 2000 **BUERK CRAIG VICTOR LLC** **SEATTLE, WA**
Analyst. Performed due diligence, valuation analysis and strategic assessment of current portfolio.
 - Evaluated investment opportunities ranging from \$1-12 million with focus on the application service provider market for education and environmental consulting.
 - Co-developed a networked database that tracks all current investment opportunities and provides tools to analyze historical data to improve decision-making on new deals.
- 1999 - 2000 **CAPTAIN, U.S. ARMY** **FORT LEWIS, WA**
Assistant Group Operations Officer. Coordinated the day-to-day operations of a 1000-soldier group plus a headquarters company. Conducted contingency planning and acted as liaison to all units deployed overseas.
 - Selected by group commander to co-lead the emergency operations cell responsible for coordinating deployment of a 148-soldier company to Kosovo.
 - Supervised 80 commissioned and non-commissioned officers in preparation for training 3,800 Reserved Officer Training Command (ROTC) officer candidates during their Summer Advanced Camp.
 - Implemented server controls and a file management structure on a local area network of 150 users that allowed four separate units to share real-time operational data for the first time.
- 1998 - 1999 **LIEUTENANT, U.S. ARMY** **SCHOFIELD BARRACKS, HI**
Executive Officer. Second in command of 90 soldiers. Managed all administrative procedures, supply and logistics functions and communications operations. Supervised the maintenance and accountability of \$1.8 million in vehicles, weapons and equipment and managed the unit's short and long-range training calendars.
 - Developed and conducted twelve live-fire training exercises involving the use of explosives, pyrotechnics, and insertion via helicopters, with a perfect safety record during both day and night operations.
 - Designed and managed the training that resulted in our company outperforming the battalion's two other companies in terms of soldier-readiness, physical fitness and maintenance operations.
 - Planned and executed three major deployments off of the island of Oahu, each requiring synchronized movement of 40 vehicles and trailers by sea and more than 100 personnel by air.
- 1997 - 1998 **Battalion Assistant Operations Officer.** Planned and coordinated all air movement for a 316-soldier battalion. Served as battalion's Unit Movement and Hazardous Materials Officer.
 - Recognized by division inspectors for having the most effective Unit Movement Program of nine major commands in a 12,000-soldier division during annual inspection.
 - Planned and supervised the most comprehensive helicopter landing zone renovation in the division in the past ten years, and the first renovation authorized to use live explosives on Hawaiian public land in three years.
- 1996 - 1997 **Platoon Leader.** Commanded a 27-soldier platoon specializing in explosives and mine warfare. Planned and executed collective training and supervised maintenance and accountability of all equipment.
 - Evaluated by Observer-Control Officers at the Joint Readiness Training Center as having the most effective engineer platoon of 19 platoons evaluated in 1996.
 - Trained and led the platoon with the highest number of soldiers evaluated as experts during the battalion's annual performance assessment of eight platoons on core combat skills.

personal

Graduate of the U.S. Army Ranger School. Fluent in Portuguese. International travel includes six of seven continents. Activities include skydiving, SCUBA diving, skiing and guitar. Active in Boy Scouts and the Lutheran Church.

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education

- 2000-2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Masters in Business Administration degree, June 2002. Elected as Section C Community Standards Representative. Member of Entrepreneurship, Venture Capital and Private Equity, Harvard Oil and Gas Society, Harvard Christian Fellowship, Outdoors, and Texas Clubs.
- 1990-1994 **THE UNIVERSITY OF TEXAS** **AUSTIN, TX**
Bachelor of Arts with Honors in Liberal Arts. Key honors: Magna Cum Laude, Dean's List, Phi Eta Sigma, and University of Texas College Scholar. Key activities: Sigma Alpha Epsilon fraternity and Texas Cowboys honorary service organization.

experience

- 1998-2000 **CAMPUS PIPELINE, INC.** **SALT LAKE CITY, UT**
Director of Corporate Development – 7/99-6/00. Sourced, assessed and executed corporate-level transactions (including strategic investments, strategic partnerships, mergers and acquisitions) and assisted with formulation of strategic direction. Representative projects:
- Led the internal deal team (CEO, VP of Product Development, CFO, General Counsel and outside counsel) on a strategic partnership with, and equity investment in, the College Health Hub, a web-based company that was developing e-health content and applications for college health centers.
 - Assessed, structured and negotiated a long-term software license agreement with, and venture capital investment in, iRenaissance, a web-based calendar software development company.
 - Co-developed and continually refined the Company's strategic plan and tactical approach for generating advertising, strategic sponsorship and e-commerce revenues.
- Director of Business Development** – 12/98-7/99. Co-developed the scope, mission, strategy and processes of the Business Development division. Responsible for the assessment, negotiation and closure of e-commerce, content and enabling technology partnerships. Recruited and co-managed 11-member team.
- 9/98-12/98 **McKINSEY & COMPANY, INC.** **HOUSTON, TX**
Fall Associate (intended to matriculate at Harvard Business School with Class of 2000, but chose to defer as a result of the Campus Pipeline opportunity). Associate on McKinsey's second Market Innovative Growth study, an innovative consulting approach whereby McKinsey provided consulting services to high-growth start-ups in return for equity in the start-up companies. Performed in-depth research of Internet business models and e-commerce partnership deal structures in order to formulate a revenue model strategy for Campus Pipeline.
- 1995-1998 **SIMMONS & COMPANY INTERNATIONAL** **HOUSTON, TX**
Corporate Finance Analyst. Worked on numerous project teams executing a range of corporate finance activities (mergers, acquisitions, divestitures, financings and other advisory services) for a variety of domestic and international clients in the oilfield services industry. Representative projects:
- Project team leader, reporting directly to Managing Partner, for the sale of North America's largest liftboat owner/operator to a major financial buyer. Transaction value exceeded \$200 million.
 - Team lead (in the extended absence of Vice President) on the valuation of Peru's largest oil well drilling, workover and well service company. Ultimate valuation exceeded \$40 million. Valuation was required and used to settle a complicated put/call option agreement issue for the joint owners of the company.
- 1994-1995 **SOUTHWEST BANCORP** **HOUSTON, TX**
Commercial Lending Credit Analyst. Underwrote potential borrowers' repayment capabilities, prepared loan documentation and assisted in the oral presentation of credit packages for authorization by the Senior Loan Committee, the approval body for the bank's largest loans.

personal Outdoor enthusiast with particular interests in mountain climbing, skiing, golf, hunting, and fly-fishing.

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education

- 2000-2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Elected admissions representative for Section. Member of High Tech & New Media and Venture Capital & Principal Investment Clubs.
- 1993-1996 **ESSEC** **PARIS, FRANCE**
Bachelor of Arts in Business and Administration with major in Finance.

experience

- 1998-2000 **LAZARD CAPITAL MARKETS** **PARIS, FRANCE**
Associate, Equity Capital Markets Division, Origination Services.
Provided advisory services to European corporate clients related to market financing alternatives. Executed complex public and private, equity and equity-linked transactions. Active marketing role in structuring creative financing solutions for prospective clients.
- Participated in structuring, pricing and executing the following offerings: IPOs/ privatizations (France Telecom, Oberthur Card Systems, Hi-Media), equity rights issues (Axa, Club Méditerranée), issues of shares with warrants (Infogrames Entertainment, Club Méditerranée), and issues of convertible/exchangeable bonds (Vivendi, Pathé/BSkyB, Infogrames Entertainment).
 - Active role in the \$12 million private equity raising for a French start-up telecom operator.
 - Advised BNP on the corporate communication to institutional investors during its \$40 billion double tender offer on Paribas and Société Générale shares.
- 1996-1998 **SAINT-GOBAIN CORPORATION** **PHILADELPHIA, PA**
Financial Analyst, Corporate Planning/Business Development division.
Developed valuations for acquisition targets in the Glass Containers, Insulation, Fiber Reinforcements, Flat glass and Abrasives businesses in North America and Asia, including assets/stock deals ranging from \$1 to 50 million and private/public target companies.
- Assisted business unit managers in valuation and negotiation processes.
 - Conducted studies to determine the cost of capital of the North American entities of Compagnie de Saint-Gobain and to optimize the allocation of financial debt among the different US branches of the group.
 - Analyzed the opportunity of implementing profitability and performance measures based on Economic Value Added (EVA).
- 1995 **LAZARD FRERES & COMPAGNIE** **PARIS, FRANCE**
Intern, Corporate Finance Division.
- Origination & Syndication team: active role in the bookbuilding and allocation process during the privatization of Pechiney. Completed the Selling Memorandum. Participated in roadshows.
 - Institutional Placement team: equity sales assistant.
- 1994 **HITACHI LTD** **HITACHI CITY, JAPAN**
Summer intern, General Affairs Department.
- Established daily reports of political risks potentially impacting Hitachi foreign operations.
 - Conducted studies detailing the Hitachi human resources system specificities aimed at North American affiliates.

personal

French citizenship / Native French speaker. Interests include skiing and sailing.

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education

- 2000-2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Responsible for facility and room organization for the 2001 Women in Business Conference. Participant in the BizWorld program. Member of the High Tech and New Media and Social Enterprise Clubs.
- 1996-1997 **CORNELL UNIVERSITY** **ITHACA, NY**
Master of Engineering degree in Operations Research and Industrial Engineering. Appointed President of ORIE Master of Engineering Class by department faculty. Designed, fabricated, and raced a mini Formula One racecar in nationwide competition as member of 26-person team. Received General Motors Scholar and Lynn Bussey Awards.
- 1992-1996 **CORNELL UNIVERSITY** **ITHACA, NY**
Bachelor of Science degree in Operations Research and Industrial Engineering. Studied for six months at the Universidad de Sevilla in Sevilla, Spain. Elected President of Cornell Chapter of Institute of Industrial Engineers. Elected Corporate Secretary in Student Chapter of the Society of Women Engineers. Dean's List.

experience

- 1997-2000 **NEW YORK CONSULTING PARTNERS** **NEW YORK, NY**
1999-2000 **Associate**
Boutique consulting firm specializing in strategic and operational supply chain management issues.
- Developed post-acquisition integration plan to bring 5-plant European network into U.S. operations for major pet food manufacturer. Managed creation and implementation of European business strategy, including market size and mix analysis, trends in retailer and competitor strategies, current capability gaps, and subsequent acquisition candidates and financing options. Resulted in plan to more than double European sales over 4-year period.
 - Managed the establishment of a product replenishment process linking factories, inventory centers, and sales centers for a premier baked goods company. Created a spreadsheet-based tool to allocate anticipated monthly volume movement back to production facilities by week. Captured \$1.1 million in savings as part of overall initiative generating \$8.4 million savings annually.
 - Led a shop-floor waste diagnostic program for a powdered infant formula plant. Quantified impact of Yield Improvement Team's individual initiatives, totaling 1.2% waste reduction and 1.6% overall loss reduction.
- 1997-1999 **Analyst**
- Participated in the creation of a 5-year business strategy for two major pet food manufacturers that evaluated company core strengths in order to highlight global acquisition and expanded product opportunities. Resulted in acquisition of primary private label wet pet food manufacturer in Europe.
 - Developed a methodology for incorporating two major pet food manufacturers into a single entity with combined revenue of over \$800 million. Managed the creation and implementation of a comprehensive software tool tailored to model the 28-plant network's production capabilities, conversion costs, and capacity constraints. Conducted analysis to facilitate strategic decisions on focused facilities, plant rationalization, and network rebalancing, resulting in savings of \$5 million.
 - Documented production capabilities at three operationally autonomous European food manufacturing facilities to identify cross-border synergies and savings opportunities. Managed dissemination of best practices by collectively reviewing observations with cross-functional teams.
- summer 1996 **GENERAL MILLS, INC.** **BUFFALO, NY**
Process Engineering Intern
- summer 1995 **GENERAL MOTORS CORPORATION** **WARREN, MI**
Quality and Reliability Intern
- community** Developed volunteer program to teach the principles of internet research at the De La Salle Academy in New York City. Participated in the Cornell Extension CyberMentoring volunteer program.
- personal** Conversant in Spanish. Interests include mountain biking, skiing, travel, ballet, and Formula One racing.

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education

2000 - 2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Panel Organizer—"Evolution of '3G' Wireless Network in North America"; Contact Manager—DenverTrek; Active member of High Tech New Media Club, Optical Networking and Infrastructure Technologies Interest Group, Entrepreneurship Club.

1991 - 1995 **HARVARD UNIVERSITY** **CAMBRIDGE, MA**
Bachelor of Arts degree, *cum laude*, in Chemistry. Selected Harvard National Scholar—award given to top 5% of incoming first-year students; John Harvard National Scholarship for highest academic achievement (3 years). Published undergraduate research on chalcopyrite semiconductors. Member of Varsity Lightweight Crew. Elected Team Captain of Debate Team; won 3rd Place at National Tournament.

experience

1998 - 2000 **ORYX CAPITAL INTERNATIONAL** **CHICAGO, IL**
Associate

Member of private equity group specializing in leveraged acquisitions of middle market manufacturing companies.

- Led Specialty Food Ingredients initiative. Acquired three companies representing \$100 million in annual sales; est. unrealized equity return of 5x. Primary contact with management team.
- Led due diligence teams, negotiated contracts with sellers and lenders, evaluated potential acquisitions.
- Trained and served as mentor for three new associates with investment banking and consulting backgrounds.
- Presented new investment programs to Executive Committee in Jeddah, Saudi Arabia.

1997 - 1998 **CUMMINS ENGINE COMPANY** **COLUMBUS, IN**
Team Manager-3rd Shift Machining Superintendent

- Most senior manager in plant between 11pm and 7am. Managed crises as necessary ranging from work rule violations to power outages and severe part shortages.
- Directed activities of approx. 60 skilled operators, three-member engineering staff and one supervisor.
- Developed annual operating plan for three lines—managed variable expense budget in excess of \$6 million.
- Worked with union work force (avg. seniority = 26 years) to implement Team Based Work Systems.

Team Manager-1st Shift Front-Line Supervisor.

- Directly responsible for safety, motivation, productivity, training and discipline of 23 operators.
- Chosen to represent machining group on Plant Variable Compensation Design Team. Presented plan to corporate compensation committee.

1995 - 1997 **MCKINSEY & COMPANY** **CHICAGO, IL**
Business Analyst

Directed client teams; prepared and delivered recommendations. Co-authored two Practice Documents. Presented at multiple firm conferences. Co-organized first All-Office Town Hall Meeting. Selected assignments included:

- U.S. Telecommunications—Developed marketing plans that generated industry leading growth for \$6 billion Residential Business Unit for Regional Bell Operating Company.
- International Telecommunications—Advised national government and national regulating body on impact of various deregulation plans on shareholder value and infrastructure investment.
- Environmental Services Start-Up—Advised venture capital sponsor on short and long-term growth prospects, industry developments, and strategic options for 50-person, pre-IPO start-up.

1993 - 1994 **KIDDER, PEABODY & COMPANY** **BOSTON, MA**
part-time **Registered Representative.** Worked 20-30 hours/week cold calling and qualifying new clients. Helped develop firm-wide restricted stock (144) program for corporate officers. Increased assets under management by \$5 million.

personal Enjoy keeping up on current events and staying active through intramural sports (soccer, crew). Member of Council on Foreign Relations—Local Chapters and Edmund Burke Society at the University of Chicago.

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education

- 2000-2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Member of Entrepreneurship, Venture Capital & Principal Investment, Texas, and Outdoors Clubs.
- 1990-1996 **THE UNIVERSITY OF TEXAS** **AUSTIN, TX**
Masters of Professional Accounting degree. Sommerfeld Scholar for academic achievement. Teaching Assistant, conducted review sessions and held office hours for intermediate financial accounting.
Bachelor of Business Administration degree in Accounting. President, Treasurer, and Rush Chairman of Pi Kappa Alpha Fraternity. Received four scholarships for leadership and academic distinction.

experience

- 1996-2000 **ARTHUR ANDERSEN** **DALLAS, TX**
1999-2000 **Manager, Global Corporate Finance**
Specialized in the origination and execution of corporate restructuring and corporate finance transactions in a variety of industries. Engagements involved supervising teams of up to five professionals and required extensive interaction with executive management teams, creditors and attorneys. Also redesigned and instructed the Advanced Modeling Course at St. Charles (AA Worldwide Training Center). Significant engagements included:
- *Financial restructuring and sale of a \$900 million manufactured housing products distributor* - led a team of professionals that evaluated the business plan and advised creditors, buyers and attorneys during restructuring negotiations.
 - *Financial restructuring and sale of a \$1 billion telecommunications provider* - managed a team of professionals that performed due diligence during initial crisis situation and later assessed feasibility of the merger, business plan, and restructuring with management.
 - *Sale mandate of a \$50 million tile manufacturer* - directed a team of professionals that drafted the offering memorandum and performed a valuation of the business.
 - *Turnaround engagement* - advised senior management of a distressed \$150 million home improvement retailer and building supply distributor. Created profitability analyses to recommend ways to improve operations.
- 1998-1999 **Associate, Emerging Markets** **SEOUL, KOREA**
Advised Korea First Bank on the development of an internal loan workout group and the on-going financial restructurings of the 64 largest corporate conglomerates (chaebols).
- Instructed and managed a formal training program for senior Korean bankers in Western restructuring practices.
 - Directed senior Korean bankers within the workout group on the restructuring of a \$250 million telecommunications equipment manufacturer.
- 1998-1999 **Associate, Emerging Markets** **BANGKOK, THAILAND**
Engaged by the World Bank to help Thailand's Financial Sector Restructuring Authority ("FRA") create and implement a sales process for the loan portfolios of 56 failed financial institutions (approximate book value of \$20 billion).
- Supported the FRA on bid evaluation, closing and settlement issues, internal portfolio valuation, and drafting of sales information memoranda.
- Spring 1995 **Intern, Corporate Finance** **NEW YORK, NY**
Performed market analysis and identified potential acquisition candidates in context of buy-side engagements.

certifications Certified Public Accountant, registered in Texas. Chartered Financial Analyst Candidate for Level III.

community Weekly volunteer with the HBS Gardner Tutoring Program. Big Brothers & Big Sisters and Junior Achievement.

personal Traveled extensively throughout Asia. Enjoy all outdoor activities particularly mountaineering, skiing, wakeboarding, mountain biking, fly-fishing.

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education

- 2000-2002 **HARVARD BUSINESS SCHOOL** **CAMBRIDGE, MA**
Candidate for Master in Business Administration degree, June 2002. Co-Chair Social Enterprise Interest Group on Healthcare. Member of the Finance. Entrepreneurship, Manufacturing and Technology and Volunteer clubs.
- 1992-1995 **POMONA COLLEGE** **CLAREMONT, CA**
Bachelor of Art degree in Economics and Public Policy Analysis, May 1995. Lorn D. Cook Award in Economics. Economics Department Liaison. Varsity Track Team.
- 1994 **UNIVERSITY OF CHICAGO, GRADUATE SCHOOL OF BUSINESS** **CHICAGO, IL**
One of 43 students selected nationally for the Chicago Business Fellows program. Received early admission.

experience

- 2000 **COLLECTION STORE** **SAN MATEO, CA**
Senior Product Manager
 - Responsible for determining user and product requirements and managing third party web development for v1.0 consumer collectibles retail site.
 - Managed website and identity development through user discovery, planning and requirements phases on time and within budget.
- 1999-2000 **TRADEWEAVE** **SAN FRANCISCO, CA**
Manager, Account Manager
 - Third person hired as part of a core group responsible for building business plan, web site, infrastructure and team for this b2b retail web marketplace.
 - Built first financial model of the business and developed initial customer implementation plans.
 - Managed key customer sales and implementation in our largest territory, New York.
- 1998-1999 **SECTOR ANALYSIS, LTD** **LONDON, ENGLAND**
Product Manager, *European Investor Focus*
 - First employee hired by the directors of this early-stage financial services market research start-up studying demand for institutional asset management products in Continental Europe.
 - Managed the development and production of 30 report research product covering four countries.
- 1995-1997 **BAIN AND COMPANY** **SAN FRANCISCO, CA AND JOHANNESBURG, SOUTH AFRICA**
Associate Consultant
Served on consulting teams to companies on strategic, marketing, product development and operational issues. Recruiting coordinator for Pomona College, internal firm training instructor and social program manager.
 - Telecom Reengineering:* Developed financial model used to create strategic projections for operator services division. Conducted financial/operational audit to improve a new product's adoption.
 - Health Care Growth Strategy:* Defined potential strategies for accelerating growth of health care equipment manufacturer with 55% market share. Managed client product development team responsible for specifications and launch of new health care information system product.
 - Electronic Banking Strategy:* Developed strategies to expand electronic banking services at one of South Africa's largest banks. Evaluated competing data processing products for fit with client infrastructure, current capabilities and vendor's ability to meet future needs.
 - Agricultural Turnaround:* Assessed internal operations and benchmarked best industry practices to determine tactics for optimizing harvesting and processing at the largest coffee plantation in the U.S.

community

Extensive volunteering including Business in the Community, Big Sister mentoring, and Girl Scouts

personal

Enjoy traveling, cooking, music and outdoor activities including running, climbing and hiking.

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education

- 2000 - 2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Masters in Business Administration degree, June 2002. Elected Section Representative to the Women's Student Association. Member of the High Tech & New Media, Venture Capital & Principal Investment, Finance, Entrepreneurship, and B-school Blades Clubs.
- 1992 - 1996 **WESLEYAN UNIVERSITY** **MIDDLETOWN, CT**
Bachelor of Arts in Economics, May 1996. Plukas Teaching Assistant Award. Chair of Senior Class Gift Committee. Varsity Ice Hockey Captain. Lead organizer of 25th Anniversary Celebration of Women's Athletics. Appointed to Wesleyan National Committee. Nominated for Alumni-Elected Trustee.

experience

- 1998 - 2000 **GOLDMAN, SACHS & CO.** **NEW YORK, NY**
Associate, Global Investment Research, Telecom Services – CLECs
Covered the emerging telecom service industry with *Institutional Investor*-ranked analyst, Frank Governali. Formulated investment opinions and developed valuation analyses for 18 fiber-based, fixed wireless, and digital subscriber line companies. Selected to design and co-lead financial analyst training program.
- Research and Financial Analysis***
- Co-authored research reports, FirstCall notes, and weekly newsletter analyzing the potential market effects of quarterly earnings, government rulings, industry trends, and strategic company announcements.
 - Conducted due diligence for equity offerings and research coverage initiation. Co-authored research initiation reports for Adelphia Business Solutions, Covad, Mpower, Network Plus, Net2000, NorthPoint, and US LEC.
 - Developed and maintained company and industry valuation models.
- Sales, Marketing, and Client Relations***
- Worked with investment banking and equity capital market teams to pitch and market deals, develop roadshow presentations, and provide after-market support for IPOs and secondary equity offerings. Actively participated in capital raising for Allegiance Telecom, Group Telecom, Network Plus, Net2000, and NorthPoint.
 - Communicated investment recommendations and market analysis to investors, salesforce, and traders. Gave presentations on trends in the emerging telecom industry.
 - Built relationships with investing clients and senior telecom executives through IPO due diligence process, ongoing meetings, conference calls, and industry conferences.
- 1996 - 1998 **CAMBRIDGE ASSOCIATES, INC.** **BOSTON, MA**
Consulting Associate
Analyzed the performance and management of endowment assets for non-profit institutions and high net worth clients (\$20MM-\$11B) including: Harvard University, The University of Michigan, and The Wenner-Gren Foundation. Appointed Head of Training Committee and Recruiting Team Member.
- Evaluated quarterly performance of equity, fixed income, hedge fund, venture capital, and private equity investment managers.
 - Conducted risk-management studies of alternative asset investments for high net worth clients.
 - Surveyed and analyzed the internal cash management systems of seven major universities.

certifications NASD Series 7 and 63

personal Enjoy ice hockey, painting, golf, swing dancing, biking, and attending modern dance and theater performances. Completed Boston-NewYork AIDS Ride 3. Skated at Madison Square Garden to promote women's ice hockey.

JEFFREY STREET
1 Soldiers Field Park, #601
Boston, MA 02163
(617) 491-2689
jstreet@mba2002.hbs.edu

education

2000-2002

HARVARD BUSINESS SCHOOL

BOSTON, MA

Candidate for Master in Business Administration degree, June 2002. Member of Marketing, High Tech & New Media, and Outdoors Clubs.

1991-1995

COLGATE UNIVERSITY

HAMILTON, NY

Bachelor of Arts degree in Economics with minor in Psychology. Editor-in-chief of *The Salmagundi*, Colgate's yearbook, managed staff of 42 students and \$45,000 budget. Selected member of Colgate London Economics Study Program, fall semester junior year.

experience

1997-2000

MERCER MANAGEMENT CONSULTING

SAN FRANCISCO, CA

Senior Associate

Led project teams of 3-4 consultants to develop customer-driven growth strategies for clients. Structured activities of case team and synthesized their work into overall recommendations. Managed day-to-day client relationships.

- Managed business redesign and organizational alignment effort for a leading benefits consulting firm. Integrated disparate e-commerce initiatives into overall strategy. Strengthened customer acquisition and development capabilities. Identified and recommended solutions to short-term hurdles, including revamping the client's knowledge management system and designing a new product development process. After stagnant sales in previous two years, client expects a 10-15% growth in sales.
- Coordinated worldwide Mercer Knowledge Management consulting staff team of 14 members. Led development and launch of the Intranet-based Digital Learning Center, a switchboard to Mercer's intellectual capital. Resulted in an estimated four hours of time saved per week per consultant.
- Created a mobile services strategy for a European cellular phone manufacturer, allowing the client to establish a new revenue stream and strengthen its ties to network operators.
- Assessed business plan of e-health insurance start-up. Recommended strategic distribution and content partners. Assisted start-up team with product development and customer targeting.
- Evaluated e-commerce strategy for a national health plan, modeling revenue and earnings potential of different approaches. Project culminated in client joining a cross-company consortium.
- Designed and implemented cross-selling program for a commercial insurance carrier. Worked with client's regional offices to benchmark best practices. Trained client marketing personnel to manage program.
- Developed Mercer intellectual capital in e-health and e-benefits, helping Mercer establish several new clients, including a multi-million dollar relationship with a top pharmaceutical company.

1995-1997

CORPORATE DECISIONS, INC.

BOSTON, MA

Associate

Performed market research, competitive assessments, acquisition due diligence, and business plan development. Corporate Decisions merged with Mercer Management Consulting in December 1997.

- Analyzed channel requirements of a beverage manufacturer to build profitable market share. Interviewed distributors and retailers to gather perspectives on client's service, pricing, and promotions. Presented channel management recommendations to CEO of client.
- Participated in team project advising a pharmaceutical manufacturer on how to effectively contract with managed care accounts. Determined ability of accounts to impact market share. Co-led training sessions of client national account managers. Program saved client more than \$50 million in the first year.

personal

Hiking and backpacking my way to the top of the 54 peaks in Colorado over 14,000 feet. Enjoy rock climbing, roller blading, and photography.

RICARDO J. SUAREZ
1 Soldiers Field Park, Apartment 609
Boston, MA 02162
rsuarez@mba2002.hbs.edu
(617) 493-1742

education

- 2000 - 2002 **HARVARD BUSINESS SCHOOL** **BOSTON, MA**
Candidate for Master in Business Administration degree, June 2002. Member of Entrepreneurship Club, High Tech and New Media Club, and Venture Capital and Principal Investment Club.
- 1991 – 1995 **HARVARD UNIVERSITY** **CAMBRIDGE, MA**
Class of 1995, A.B. with Honors in Social Studies, *magna cum laude* in concentration. Received a *summa cum laude* in thesis, awarded Hammond Prize for best undergraduate thesis relating to Latin America and the Alexis de Tocqueville Prize for best thesis in concentration. Board Member and Corporate Vice President of the Harvard International Relations Council, Harvard's largest entirely student-run organization.

experience

- 1995 – 2000 **J.P. MORGAN & CO.** **NEW YORK, NY**
Associate, Emerging Markets Financial Institutions Group
Founding member of the #1 ranked investment banking group focused on advising emerging market financial institutions on mergers, acquisitions, restructurings, and capital raising alternatives.

e-finance Business Development

- Led online banking strategy development project for a leading Brazilian financial services company. Resulted in the creation of Brazil's largest and only full service Internet bank. Negotiated a 31.5% minority investment by large European telecommunications and multimedia conglomerate into the new venture.
- Created US entry strategy for Latin American financial portal. Identified key market opportunities, future prospects, and business strategies. Advised on subsequent acquisition of medium-sized US online broker.

Principal Investment

- Worked with a US\$1.0 billion dollar private equity fund managed within our group. Supervised and conducted various types of financial analysis. Recommended transaction structures to the fund's principals.
- Examined potential investment in large private sector Korean bank. Coordinated activities with multinational investor consortium group. Led both due diligence and valuation efforts conducted for this transaction.

Mergers and Acquisitions

- Advised clients on various emerging market M&A transactions with an aggregate value of approximately US\$7 billion. Clients included leading European financial service firms and many of the largest banks in Latin America and Asia.
- Developed detailed valuation and financial analysis of over 100 companies. Provided day-to-day project leadership in complex transactions involving over 20 countries. Presented "Future of Financial Services in Emerging Markets" lecture to J.P. Morgan's Middle East conference in Dubai, April 2000.

- summer 1993 **EMBASSY OF VENEZUELA** **WASHINGTON, D.C.**
Summer Intern - Office of Economic and Commercial Affairs
Analyzed issues of bilateral commerce with the United States for Minister Counselor and staff. Proposed and implemented an export-promotion strategy centered around US trade shows. Prepared daily reports on US economic policy toward Latin America.

- personal** Native Spanish speaking, writing, and reading ability. Conversant in Portuguese. Enjoy golf, travel, wine, electronic music, and the South Pacific. US citizenship.