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mbaMission's Insider's Guide
**Anderson School of
Management**

University of California

Los Angeles, CA

2017-2018

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About mbaMission

With our collaborative, full-time team of experienced advisors, mbaMission has elevated and professionalized the world of MBA admissions consulting, earning the exclusive recommendation of the world's leading GMAT prep firms, Manhattan Prep and Kaplan GMAT, and hundreds more verified five-star reviews on GMAT Club than any other such firm. mbaMission prides itself on its high-touch client engagement model and robust library of free content that includes these Insider's Guides as well as our Complete Start-to-Finish MBA Admissions Guide. Having already helped thousands of aspiring MBAs from around the world gain entry into elite US and international business schools, mbaMission continues to grow and improve in our quest to "graduate" additional classes of satisfied clients.

mbaMission offers all candidates a free half-hour consultation (www.mbamission.com/consult/).

Introduction

After more than a decade helping MBA applicants get into top business schools, we have learned what can compel an admissions committee to send that coveted letter of acceptance. Selecting the right MBA program for your needs and developing a true understanding of and familiarity with that program are crucial in crafting a successful application. We have therefore invested hundreds of hours into researching and examining the leading business schools—including speaking with students, alumni, and other representatives—to construct these guides, with the express goal of helping applicants like you make informed decisions about this important step in your education and career.

We hope you enjoy this guide and encourage you to visit us at www.mbamission.com for complete and detailed analysis of the leading schools' essay questions, weekly essay-writing tips, MBA news and trends, and other valuable free information and resources. And for any advice you may need on applying to business school, please contact us for a free 30-minute consultation. Our consultants are extensively trained to help applicants present themselves in the most interesting and compelling way and take advantage of every opportunity that might increase their chances of being admitted to their target MBA program.

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Over the past six years, *Poets&Quants* has become the foremost authority on the top business schools. Our mission has always been to help young professionals with one of the most important—and potentially most expensive—decisions of their lives: whether to pursue an MBA.

This Insider's Guide is part of a new editorial partnership between *Poets&Quants* and mbaMission, the world's leading MBA admissions consulting firm. We closely evaluated all such guides currently on the market, and I am confident that you will not find a more thorough analysis of an MBA program than mbaMission's. These in-depth reports are well researched and well written, offering the detail and examination applicants need to really understand a school's culture, offerings, and outcomes. We are thrilled to offer these guides to our readers for free, thanks to our new partnership.

Moreover, the guides are a great complement to the daily coverage of MBA news, students, programs, and admissions practices on PoetsandQuants.com. We hope you will visit our site often to stay informed about the programs that interest you and the one you ultimately attend. We will continue to provide the most relevant and current resources on the MBA world to help you make the best possible decisions on your path from school selection to career advancement.

I wish you the best of luck on your journey to what will undoubtedly be a transformational experience.

John A. Byrne

Founder & Editor-In-Chief

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The MBA Program in Context:

Choosing Choosing UCLA Anderson

Over the years, we have met many aspiring MBA students who have tried to identify their target schools and quickly become overwhelmed, wondering, “How are the top MBA programs really different?” and “How do I choose the one that is right for me?”

Frustrated, some applicants ultimately choose schools based simply on rankings or the opinions of friends or alumni. Although these inputs have a place in your evaluative process, you should also do the necessary research to find the program that is truly best for your personality and professional needs. In doing so, you will find significant differences between, for example, programs that have a class size in the low 200s and those that have classes of more than 900 students. As you are undoubtedly already aware, an MBA is a significant investment in the short term and a lifetime connection to an institution in the long term. We therefore strongly encourage you to take time now to think long and hard about this decision and thoroughly consider your options. We hope this guide will prove helpful to you in doing just that.

You may not find a single program that meets all your needs and preferences, but you should be able to identify ones that fulfill the factors that are most important to you.

At mbaMission, we advise candidates evaluating their potential target schools to consider the following eight specific characteristics (in no particular order) that shape MBA programs:

1. Location: Urban Campus Versus College Town
2. Class Size: Smaller Versus Larger
3. Curriculum: Flexible Versus Mandatory Core
4. Pedagogy: Lecture Versus Case Method
5. Academic Specializations/Recruitment Focus: Resources and Employers
6. Alumni Base: Opportunities to Engage
7. Facilities: Shaping the Academic/Social Experience
8. Rankings and Reputation: Important Metrics or Arbitrary Measures?

You will not likely find a single MBA program that meets *all* your needs and preferences across these eight criteria, but you should be able to identify schools that fulfill the factors that are most important to you. Although this guide is intended to familiarize you on a deeper level with this particular school, nothing will prove more valuable in your decision making than visiting the programs that appeal to you and experiencing them firsthand. Inevitably, no matter what your research may reveal, some schools will simply “click” with you, and others will not.

Note: The authors and editors at mbaMission have made every effort to ensure the accuracy and timeliness of the information included in this guide. However, some discrepancies may exist or develop over time between what is presented here and what appears in the school’s official materials, as well as what may be offered by other content providers in print or online. For the most up-to-date information, always check with your target school directly. The opinions expressed by the people interviewed are those of the attributed individuals only and may not necessarily represent the opinion of mbaMission or any of its affiliates.

We also wish to thank the students, alumni, faculty members, and administrators who gave generously of their time to provide valuable input for this guide.

1. Location: Urban Campus Versus College Town

Pursuing an MBA can be quite intense, and the environment and community surrounding the campus can profoundly affect and even shape your MBA experience. For example, imagine stepping out of a class at New York University’s (NYU’s) Stern School of Business and into the energetic bustle of New York City’s West Village. Now imagine walking outside after a course at the Tuck School of Business at Dartmouth and being surrounded by the tranquility and natural beauty of New Hampshire’s Upper Valley. Neither scenario is necessarily “better” than the other, but one might appeal to you more.

The environment and community surrounding your chosen school can profoundly affect and shape your MBA experience.

An urban campus can undoubtedly offer social and cultural opportunities that a college town simply cannot match. This is not to suggest, however, that college towns are devoid of culture—indeed, intense intellectual and cultural programs exist in college towns *precisely because* the academic institution is at the core of the community.

While schools in college towns tout their close-knit atmosphere and the tight bonds classmates form in such a setting, this environment can be welcoming for some students and overwhelming for others. In contrast, urban campuses are more decentralized, with students often living in various parts of a city and even in the surrounding suburbs. Someone who has a greater need for privacy or personal space might therefore prefer an urban environment. In addition, in major urban centers, some students—particularly those who lived in the city before enrolling

Urban Campus Schools	Urban/College Hybrid Schools	College Town Schools
Chicago Booth Columbia Business School Harvard Business School MIT Sloan NYU Stern UCLA Anderson UPenn Wharton	Northwestern Kellogg Stanford GSB UC Berkeley Haas Yale SOM	Cornell Johnson Dartmouth Tuck Duke Fuqua Michigan Ross UVA Darden

in business school—may already have well-developed social groups, and this scenario may again be better for those who find an academically and socially all-encompassing environment less attractive.

One aspect of the MBA experience that candidates often fail to consider when evaluating their school options is weather. Although factoring climate into your school choice may initially seem superficial, if you know you cannot comfortably manage frigid conditions or soaring temperatures, certain programs should be stricken from your list. We encounter many applicants each year who wisely stave off a potentially miserable experience by choosing to not apply to certain schools in locations they just do not feel are “livable” for them.

In addition, housing costs are one expense that many applicants do not stop to consider before choosing a school to target. By researching real estate prices at the top programs, we found that the cost differential between renting a one-bedroom apartment in a Midwestern college town and renting one in New York City, for example, can be quite significant—adding up to tens of thousands of dollars on a cumulative basis across two years. This is an important factor to include as you weigh your options and calculate your projected budget.

In summary, a college town can be appealing for some candidates because its smaller size tends to create strong bonds within the business school’s community, though for others, the lack of privacy could be undesired or overwhelming. Furthermore, some find a slower pace of life calming and comfortable, whereas others crave the energy and bustle of a city. If you strongly prefer one or the other, you should be able to quickly eliminate certain schools from your list.

Average Monthly Rent for a One-Bedroom Apartment			
NYU Stern	New York, NY	\$3,395	within .27 mile radius of campus
MIT Sloan	Cambridge, MA	\$3,149	within .49 mile radius of campus
Harvard Business School	Cambridge, MA	\$2,631	within .59 mile radius of campus
Columbia Business School	New York, NY	\$2,563	within .54 mile radius of campus
Stanford GSB	Stanford, CA	\$2,521	within 1.15 mile radius of campus
UCLA Anderson	Los Angeles, CA	\$2,336	within .96 mile radius of campus
UC Berkeley Haas	Berkeley, CA	\$1,984	within .57 mile radius of campus
Northwestern Kellogg	Evanston, IL	\$1,772	within .69 mile radius of campus
Dartmouth Tuck	Hanover, NH	\$1,727	within .38 mile radius of campus
UPenn Wharton	Philadelphia, PA	\$1,418	within .78 mile radius of campus
Yale SOM	New Haven, CT	\$1,232	within .30 mile radius of campus
Chicago Booth	Chicago, IL	\$1,222	within 1.05 mile radius of campus
Cornell Johnson	Ithaca, NY	\$1,092	within .58 mile radius of campus
Michigan Ross	Ann Arbor, MI	\$976	within .46 mile radius of campus
Duke Fuqua	Durham, NC	\$916	within 1.8 mile radius of campus
UVA Darden	Charlottesville, VA	\$827	within 1.26 mile radius of campus

According to Rentometer.com, accessed April 2017.

The Anderson School of Management at the University of California is located in Los Angeles, one of the largest cities in the United States, with approximately four million residents. Known to many as the epicenter of the U.S. entertainment industry, Los Angeles is a truly modern city with a vibrant arts scene that includes the J. Paul Getty Museum, the Museum of Contemporary Art, and the L.A. Philharmonic. It is also home to numerous major professional sports teams, including the Lakers, Clippers, Dodgers, Kings, and Galaxy.

Several Anderson alumni and students we interviewed for this guide informed us that although on-campus housing is available, most students choose to live in apartments off campus and primarily occupy several neighborhoods on the western side of Los Angeles, namely Westwood, Brentwood, West Los Angeles, and Santa Monica. According to a second year with whom we spoke, university-owned apartments are scarce, and students who are interested in such housing should apply for space early. This individual also recommended that students with children live in university-owned housing, because it tends to be more affordable than off-campus apartments. Four university-owned apartment complexes are located in the Palms/Mar Vista areas (approximately five miles from Anderson's campus), and two are in Westwood Village, within walking distance of the school. A one-bedroom apartment at University Village in Mar Vista, for example, was priced at \$1,319 per month in 2016–2017, with two-bedroom apartments renting for \$1,497–\$1,573 per month.

Getting around Los Angeles via public transportation is certainly possible, but for most Anderson students, like other Los Angeles residents, cars are the primary means of transportation (contributing to the city's well-known traffic problems). In fact, one alumna told mbaMission that having a car at Anderson is critical. This sentiment was echoed by a first-year student who moved to Los Angeles from Washington, DC, and told mbaMission, "You have to get used to having a car."

Los Angeles enjoys warm, sunny weather and has an average annual temperature of approximately 64 degrees Fahrenheit, which varies by less than 20 degrees from summer to winter (72 to 56 degrees). Students are able to travel easily to Pacific Coast beaches in Venice, Santa Monica, and Malibu; drive to Las Vegas or Palm Springs for weekend trips; and go hiking in the mountains near Los Angeles or in Joshua Tree National Park (approximately two and a half hours away). One student club, the Black & Scholes Surf Club (the name refers to an options pricing model)—which also includes alumni—helps surfers of all levels enjoy Southern California's beaches. For instance, the club organizes beginner surf lessons and regular surf trips for more experienced members.

2. Class Size: Smaller Versus Larger

Another element that affects the character of a school's MBA experience is class size. You might want to reflect on your high school, college, and work environments to help you determine whether you would be more comfortable in a larger class or a smaller one—or whether this is even a consideration for you at all.

Students at smaller schools (which we define as having approximately 350 students or fewer per class) tend to interact with most of their peers and professors at some point during the typical two-year MBA period. Thus, the smaller schools are generally considered more “knowable,” and their communities tend to be quite closely knit. Also, consider that assuming a leadership position is easier in a smaller environment, because, for example, the Finance Club may have only one president at both a small school and a large school, but competition for such a position would obviously be greater in the larger program.

Some individuals might prefer to be at a larger school where they can better maintain their anonymity if they so choose. A student at a school with close to 900 people or more in each class will not likely get to know each and every one of his/her classmates by the end of the program, and some people might prefer this. Further, advocates of larger classes tout the advantage of being able to interact with more people during one’s MBA experience—and to thereby develop a broader and more robust network of peers. Note that many schools divide students into smaller groups—called “sections,” “clusters,” “cohorts,” or even “oceans”—in which approximately 60–90 students take certain classes together, and this approach can help foster a stronger sense of community within the larger programs.

Anderson is a relatively small school, with a target class size of approximately 360 students. Although one first-year student we interviewed for this guide indicated that Anderson’s class size is “a bit larger than [that] of other California schools,” the program’s infrastructure fosters camaraderie between first- and second-year students. Students get to know classmates outside their sections through student clubs and in electives. Another first year told us, “Classmates are down to earth and very motivated. There is a general positive vibe everywhere in the business school and the greater UCLA campus.”

Students first get to know their classmates during Anderson Onboarding, a series of orientation events that take place in August and September and are mandatory for everyone in the incoming class. To help

Reflect on your past academic and work environments to determine whether you would be more comfortable in a larger or smaller class—or whether this is a consideration for you at all.

Class Size	
900 to 1,000	Harvard Business School
800 to 900	UPenn Wharton
700 to 800	Columbia Business School ¹
500 to 600	Chicago Booth
400 to 500	Northwestern Kellogg Duke Fuqua Stanford GSB Michigan Ross MIT Sloan
300 to 400	NYU Stern UCLA Anderson UVA Darden Yale SOM
200 to 300	Dartmouth Tuck Cornell Johnson UC Berkeley Haas

Schools are listed in order from largest class to smallest within each category.

¹Includes J-Term students

School (Class of 2018)	Women	International	Minorities
Chicago Booth	42%	36%	29% ¹
Columbia Business School	38%	48%	31% ¹
Cornell Johnson	31%	33%	15%
Dartmouth Tuck	44%	30%	18% ¹
Duke Fuqua ²	35%	40%	20%
Harvard Business School	43%	35%	25% ¹
Michigan Ross	40%	31%	24%
MIT Sloan	40%	39%	NA
Northwestern Kellogg	41%	35%	26% ¹
NYU Stern	35%	31% ⁴	30%
Stanford GSB	41%	40% ^{3,4}	29% ¹
UC Berkeley Haas	38%	38%	32% ¹
UCLA Anderson	32%	38%	25%
UPenn Wharton	44%	32%	32% ¹
UVA Darden	39%	33%	20% ¹
Yale SOM	43%	46%	28% ¹

¹Specified as U.S. minorities.

²Fuqua had released no official figures for the Class of 2018 by the publication of this guide but offers statistics on its site to represent a “typical” class.

³Includes permanent residents.

⁴Includes dual citizens.

them acclimate to Anderson’s academic culture, students must take a two-unit “Leadership Foundations” course during this time that the school says “[sets] the standard for case discussion and analysis that will continue throughout the MBA program.” Interspersed throughout Onboarding are a number of social and physical activities designed to facilitate teamwork. For example, first years traditionally complete a series of team-building exercises on a nearby ropes course, where they must rely on one another to overcome the demanding challenges and obstacles involved. Speaking of the ropes course in a 2011 MBA Student Voice blog post, a student wrote, “At the end of the day, we were scraped and dirty and exhausted, but I truly believe that we all appreciated one another much more. As corny as it may sound, we were able to build a sense of teamwork when we found ourselves facing the same mental and physical challenges.”

Students also socialize throughout the year in the Mullin Management Commons, often referred to as simply “the Commons,” which features a renovated MBA lounge (see the Facilities section). Many also participate in weekly social events, such as Lit Club, in which students, calling themselves “librarians,” conduct short readings at a different local bar each Wednesday (see the Social/Community Life section). In the

Most Common Undergraduate Major for Incoming Students (Class of 2018)

Chicago Booth	Business	28%
Columbia Business School	Social Science	34%
Cornell Johnson	NA	NA
Dartmouth Tuck	Humanities, Social Science, Economics	51%
Duke Fuqua ¹	Engineering/Natural Sciences	29%
Harvard Business School	Economics/Business	41%
Michigan Ross	Economics/Business	38%
MIT Sloan	Engineering	32%
Northwestern Kellogg	Economics/Business	45%
NYU Stern	Business	29%
Stanford GSB	Humanities/Social Sciences	48%
UC Berkeley Haas	Business	24%
UCLA Anderson	Business	28%
UPenn Wharton	Humanities	46%
UVA Darden	Business	25%
Yale SOM	Humanities and Social Sciences	33%

¹ Fuqua had released no official figures for the Class of 2018 by the publication of this guide but offers statistics on its site to represent a “typical” class.

Year-Over-Year Class Profile Data: UCLA Anderson	Class of 2018	Class of 2017	Class of 2016	Class of 2015	Class of 2014	Class of 2013	Class of 2012	Class of 2011
Applicants	3,290	3,530	4,129	3,121	3,335	2,729	2,462	3,042
Students (target class size)	360	360	360	360	360	360	360	360
Average GMAT	715	714	714	707	704	705	711	712
GMAT Range (mid-80%)	680–750	680–750	680–750	660–750	660–750	680–750	680–750	670–760
Average GPA	NA	NA	NA	3.5	3.56	3.5	3.53	3.6
GPA Range (mid-80%)	3.2–3.8	3.2–3.8	3.2–3.8	3.2–3.9	3.2–3.8	3.2–3.9	3.2–3.8	3.2–3.9
Average Years of Work Experience	5	5	5	5	5.8	5	5	4.75
Average Age of Candidates	29	29	29	29	28	28	28	28.2
Age Range	24–40	22–42	22–42	23–41	23–39	NA	NA	NA
Minority Representation	25%	27%	25%	30%	25%	29%	32%	19%
Female Representation	32%	30%	34%	34%	34%	29%	31%	34%
International Citizens	38%	33%	35%	32%	33%	36%	31%	33%

second year, students work with a small team of classmates, getting to know one another very well as part of the required 20-week Applied Management Research project (see the Curriculum section).

3. Curriculum: Flexible Versus Mandatory Core

Many business schools have a “core” curriculum—a standard series of courses that all students must take. However, these core requirements can vary tremendously from one program to the next. For example, one school may teach its required curriculum for the entire first year, meaning that students will not take any elective courses until their second year, whereas another MBA program may stipulate only one or two required courses.

The rigidity or flexibility of a school’s first-year curriculum affects students’ education and socialization.

The rigidity or flexibility of a school’s required curriculum affects students’ education and socialization. Regardless of their professional experience, students at a school with a rigid core curriculum must all take the same classes. At some schools, for example, even CPAs must take the required foundational accounting course, whereas at others, students can waive selected classes if they can prove a certain level of proficiency. Again, both approaches have pros and cons, and what those are depends on your perspective.

Proponents of a rigid core curriculum would argue that academics understand what skills students need to become true managers and that when students “overspecialize” in one area, their overall business education can ultimately suffer. A significant body of academic writing has been devoted to critiquing programs that give students a narrow view of business, notably Henry Mintzberg’s *Managers Not MBAs: A Hard Look at the Soft Practice of Managing and Management Development* (Berrett-Koehler, 2004) and Rakesh Khurana’s *From Higher Aims to Hired Hands: The Social Transformation of American Business Schools and the Unfulfilled Promise of Management as a Profession* (Princeton University Press, 2007).

Advocates of the core curriculum approach would also argue that having all students take the same classes creates a common language and discussion among the classmates because of the shared experience. In addition, proponents contend that a rigid core curriculum facilitates learning, because students who have applicable di-

Average GMAT of Incoming Students (Class of 2018)	
Chicago Booth	726.3
Columbia Business School	717
Cornell Johnson	700
Dartmouth Tuck	717
Duke Fuqua	NA
Harvard Business School ¹	730
Michigan Ross	708
MIT Sloan	724
Northwestern Kellogg	728
NYU Stern	710
Stanford GSB	737
UC Berkeley Haas	717
UCLA Anderson	715
UPenn Wharton	730
UVA Darden	712
Yale SOM ¹	730

¹ Represents median rather than average.

rect experience bring that knowledge and insight into the classroom and can thereby help teach others. Finally, schools with mandatory cores generally keep students together in their sections for several months, if not an entire academic year, and students who interact every day in this way ultimately forge strong bonds. This sustained contact and connection can create a deep sense of community among the students.

In contrast, those who would argue in favor of a more flexible curriculum feel that students benefit from the opportunity to specialize immediately—that time is short, and students need power and choice in preparing for their desired careers. So if, for example, a student intended to enter the world of finance, an advocate of flexibility

Can Waive/ Test Out of Classes	Cannot Waive/ Test Out of Classes
Chicago Booth Columbia Dartmouth Tuck Duke Fuqua Michigan Ross Northwestern Kellogg NYU Stern UC Berkeley Haas UCLA Anderson UPenn Wharton	Cornell Johnson Harvard Business School MIT Sloan Stanford GSB UVA Darden Yale SOM

would argue that the student should be able to study finance in depth *throughout* the MBA program, possibly even from day one, so as to gain as much experience as possible in this area—especially before interviewing for a summer internship. Furthermore, proponents for flexible curricula caution that experienced students could end up “wasting” hours taking courses in subjects in which they already have expertise. Finally, they would assert that a flexible schedule allows students the opportunity to meet a greater number and wider variety of their classmates.

In recent years, Anderson has modified its first-year curriculum, which, in the words of one second-year student we interviewed was previously “skewed toward investment banking.” The fall 2010 introduction of “Communication for Leaders,” a two-unit core course that focuses on softer skills such as “how to design a great PowerPoint presentation” and “how to command a room,” was integrated, according to the same student, “to play to the strengths of the student.” She explained that students at Anderson are “really outgoing and friendly ... which generally equates to being good presenters,” but the school had been lacking an academic structure that leveraged these characteristics and would signal to employers that this was a key strength of Anderson students.

With regard to its current curriculum, Anderson falls somewhere in the middle of the spectrum between flexible and rigid. First-year students take nine required classes (one of which spans two quarters) in what is called the Management Core, in addition to the two-unit “Leadership Foundations” course that is held before regular classes begin (pre-term) and in which students learn about Anderson’s culture and curriculum and work on developing their skills as leaders. As part of this class, faculty members lead case discussions to introduce students to the case method so that they are prepared for classes that use this teaching method.

The school's academic year is divided into three quarters—fall, winter, and spring—which are each ten weeks in length. The curriculum allows students to choose two management core structures, called tracks—Finance and Marketing—in the first year to accelerate their preparation for their chosen career. Students will take some core courses, such as “Data and Decisions,” with a “mixed” section of professionally diverse students, and take track-specific classes, such as “Marketing Management,” with a section that comprises other students in their professional track.

Orientation

- “Leadership Foundations”
- “Financial Accounting”
- “Organizational Behavior”

Fall Quarter

- “Data and Decisions”
- “Foundations of Finance” OR “Marketing Management” (depending on student's track)
- “Managerial Economics”

Winter Quarter

- “Business Strategy”
- “Foundations of Finance” OR “Marketing Management” (depending on student's track)
- “Operations Technology Management”

Spring Quarter

- “Communication for Leaders” (part one)
- Two electives

To assist students in creating a curriculum that will best prepare them for their desired post-MBA career, Anderson offers suggested courses and projects for the following tracks and specialization areas:

Tracks

- Finance
- Marketing

Specializations

- Accounting
- Brand Management
- Consulting
- Corporate Finance
- Easton Technology Leadership

- Entertainment
- Entrepreneurship
- Executive Development
- Global Management
- Healthcare Management
- Kayne Investment Management
- Leaders in Sustainability
- Marketing Analytics
- Real Estate
- Social Impact

The school's second-year curriculum includes a required two-quarter Applied Management Research (AMR) project (also known as the "field study"), but all other courses are electives. The AMR project, a unique aspect of the Anderson curriculum, was introduced to the MBA program 50 years ago, and since then, students have completed projects for more than 3,000 organizations both within the United States and internationally, including Cisco, Microsoft, Jamba Juice, Black & Decker, the Cartoon Network, Johnson & Johnson, Xerox, Starbucks, and Mars, Inc. Working in teams of five, students partner with the organizations on projects such as creating business plans, developing pricing strategies, and creating marketing campaigns, as well as risk assessment, new product development, and management assessments.

At the end of the AMR project, the students present their written recommendations (which typically range from 25 to 40 pages in length) to the partner organization for which they worked. Students can complete their AMR project during either the winter and spring quarters or the fall and winter quarters of their second year, and devote approximately ten hours per week to the project over the 20-week period. Participating organizations are either selected by the school or proactively chosen and contacted directly by an AMR team, and these companies pay a fee to be involved in the program (for example, \$15,000 for small- to medium-sized companies regardless of their location; \$22,500 for large international companies; and \$7,500 for domestic nonprofits), in addition to any out-of-pocket expenses their student team accrues. The organizations can be mature or young and may be located anywhere in the world. In 2016–2017, for example, AMR projects were conducted with organizations based in countries as diverse as Ecuador, Myanmar, and Nigeria.

A second year we interviewed described her AMR project—in which her team helped build a launch plan for a new vertical for a company that does cause marketing for entertainment/media companies—as one of her "best experiences at Anderson," but noted that for some students, the AMR project is among their "worst experiences." This student indicated that this negative sentiment often arises because of team conflict, which her team avoided by reaching out for assistance from the leader of Anderson's Coaching and Team Skills Program. The student explained, "Our team was going downhill, and we went to see [her], and she totally changed it; [She] was really effective." A recent alumnus was fond of her experience with the project,

stating: “[You are] working in teams with a lot of very intelligent people who often take very strong stances in their opinions, [and] you’re balancing those personalities but also trying to figure out who has strengths in which areas. That was [the] best aspect I pulled out of it, learning how to work in [teams].”

4. Pedagogy: Lecture Versus Case Method

Students will likely encounter multiple styles of learning while in business school—including participating in simulations, listening to guest speakers, and partaking in hands-on projects—but the two most common MBA learning styles are case method and lecture.

Pioneered by HBS, the case method, or case-based learning, requires students to read the story (called a “case”) of either a hypothetical or a real protagonist who is facing a managerial dilemma. As the student reads, he/she explores the protagonist’s dilemma and has access to various quantitative and qualitative data points meant to facilitate further analysis. (Cases can vary in length but are typically 10–20 pages long.) After reading and studying the entire case, the student generally understands the profundity of the problem and is typically asked a simple question: “What would you do?” In other words, how would the student act or react if he/she were in the protagonist’s place? What decision(s) would the student make?

After completing his/her independent analysis of the case, the student typically meets with the members of his/her study group or learning team (if the school in question assigns such teams) for further evaluation. Together, the group/team members explore and critique one another’s ideas and help those students who may have had difficulty understanding particular aspects of the issue or progressing as far on their own. Often, though not always, the team will establish a consensus regarding the actions they would take in the protagonist’s place. Then, in class, the professor acts as facilitator and manages a discussion of the case. Class discussions can often become quite lively, and the professor will guide students toward resolving the dilemma. Sometimes, the professor will ultimately reveal the protagonist’s decision and the subsequent results—or even bring the actual protagonist into the classroom to share and discuss the case’s progression and outcomes in person.

In short, the case method focuses primarily on the analytical process and illustrates that the problems presented have no clear-cut right or wrong responses. For a student to disagree with the protagonist’s chosen path—even after it has proved to be successful—is not unusual. After all, another approach (or even inaction) may have produced an even better result.

Students will encounter many different styles of learning during their time at business school, but the two most common are case method and lecture.

Note that case-based learning is not specific to one academic discipline. Cases are available in finance, strategy, operations, accounting, marketing, and still other areas. Further, many cases are interdisciplinary, meaning that they address more than one area at a time, such as requiring students to think about how a financial decision might affect the operations of a manufacturing company or the ways in which a marketing decision might involve significant financial considerations. Importantly, students in case environments are often graded on their “contribution” to the class discussion (measured by the level of one’s participation in discussions and analysis, not on the frequency with which one offers “correct” answers), so the case method is not for those who are uncomfortable speaking in class. However, it can be incredibly helpful for those who want or need to practice and build confidence speaking publicly.

Lecture is the method of learning that is familiar to most people—the professor stands in front of the class and explores a theory or event, facilitating discussion and emphasizing and explaining key learning points. Often, students have read chapters of a textbook beforehand and have come to class with a foundation in the specific area to be examined that day. Although the case method gives students a context for a problem, those who favor lecture tend to believe that the case method is too situation specific and therefore prefer a methodical exploration of theory that they feel can be broadly applied across situations. In lecture classes, the professor and his/her research or theory are technically paramount, though students still participate, challenge ideas, and debate issues.

Note that at some schools, professors may alternate between cases and lectures within a single semester of classes.

Anderson’s professors employ a variety of teaching methods, including lecture, case method, and experiential learning. The school does not publish the breakdown of teaching methods used by course because it varies tremendously from professor to professor and from class to class.

Anderson appears to pride itself on integrating academics and teamwork into involvement with the business community. The required AMR project (discussed in the Curriculum section) is an example of this integration of academics and practical work experience. In addition, each year, some Anderson MBAs choose to spend one week studying abroad via a Global Immersion course with one of the school’s partner institutions around the world. These courses, each of which feature up to 40 students from various Anderson MBA programs, have taken place in recent years in such locations as Vietnam, Chile, and Greece.

Average GPA of Incoming Students (Class of 2018)	
Chicago Booth	3.6
Columbia Business School	3.5
Cornell Johnson	3.39
Dartmouth Tuck	3.5
Duke Fuqua	NA
Harvard Business School	3.67
Michigan Ross	NA
MIT Sloan	3.5
Northwestern Kellogg	3.6
NYU Stern	3.51
Stanford GSB ¹	3.73
UC Berkeley Haas	3.64
UCLA Anderson	NA
UPenn Wharton	NA
UVA Darden	3.5
Yale SOM ²	3.65

¹ U.S. schools, 4.0 scale only.

² Median GPA listed.

5. Academic Specializations/Recruitment Focus: Resources and Employers

Schools' brands and reputations develop over time and tend to endure, even when the programs make efforts to change them. For example, many applicants still feel that Kellogg is *only* a marketing school and that Chicago Booth is *only* for people interested in finance, even though both programs boast strengths in many other areas. Indeed, this is the exact reason mbaMission started producing these guides in 2008—we wanted applicants to see beyond these superficial “market” perceptions. Make sure you are not merely accepting stereotypes but are truly considering the breadth and depth of resources available at each school.

Do not merely accept stereotypes but truly consider the breadth and depth of resources available at each school.

We have dedicated the majority of this guide to exploring the principal professional specializations for which resources are available at this particular school, and we encourage you to fully consider whether the MBA program meets your personal academic needs by supplementing the information here with additional context from the school's career services office, by connecting with the heads of relevant clubs on campus, and perhaps even by reaching out to alumni in your target industry.

Top Industries: UCLA Anderson	2016	2015	2014	2013	2012	2011	2010
Technology	28.6%	30.8%	28.3%	26.2%	25.4%	19.9%	14.0%
Consulting Services	21.4%	17.9%	16.3%	14.2%	17.5%	15.3%	13.8%
Financial Services	19.6%	15.0%	20.5%	20.4%	21.6%	26.5%	21.6%
Consumer Products	10.5%	9.2%	10.1%	12.7%	12.3%	8.3%	14.2%
Entertainment/Media	6.5%	9.5%	7.4%	8.5%	6.7%	10.7%	9.5%

Members of Anderson's Class of 2016 accepted positions in a fairly wide variety of industries, with the majority (nearly 60%) taking jobs outside the traditional post-MBA industries of consulting and financial services. One second-year student mbaMission interviewed cited the diversity of students' professional interests as one of the reasons she chose to attend the school, and a first year with whom we spoke indicated that Anderson is a “fantastic school” in part because of the “diversity of people that are here. Sure, people are going into I-Banking, etc., but there's a much stronger presence of entrepreneurs, entertainment, and health care.” The versatility can even inspire career changes—a recent alumnus told mbaMission about a classmate who came to Anderson to focus on fashion and retail but instead fell in love with investment banking after taking some finance classes. “I think the core [curriculum] exposes [the students] to things like that,” the alumnus said.

Anderson highlights this diversity of professional interests in its 2016 employment report, stating that Class of 2016 graduates entered positions in more than 25 different sectors of industry. We at mbaMission

School	Top Industry for 2016 Graduates	% Entering the Industry
Chicago Booth	Financial Services	36.0%
Columbia Business School	Financial Services	36.9%
Cornell Johnson	Financial Services	32.0%
Dartmouth Tuck	Consulting	36.0%
Duke Fuqua	Consulting	32.0%
Harvard Business School	Financial Services	28.0%
Michigan Ross	Consulting	32.2%
MIT Sloan	Consulting	30.5%
Northwestern Kellogg	Consulting	32.6%
NYU Stern	Consulting	35.3%
Stanford GSB	Finance	31.0%
UC Berkeley Haas	Technology/Telecom	38.8%
UCLA Anderson	Technology	28.3%
UPenn Wharton	Financial Services	35.1%
UVA Darden	Consulting	38.0%
Yale SOM	Consulting	30.8%

Most Common Pre-MBA Industry (Class of 2018)

Chicago Booth	Consulting	21%
Columbia Business School	Financial Services	25%
Cornell Johnson	NA	NA
Dartmouth Tuck	Consulting	20%
Duke Fuqua	NA	NA
Harvard Business School	Consulting	15%
Michigan Ross	Financial Services	20%
MIT Sloan	NA	NA
Northwestern Kellogg	Financial Services	22%
NYU Stern	Financial Services	26%
Stanford GSB	Investment Management/Private Equity/Venture Capital	20%
UC Berkeley Haas	Consulting	22%
UCLA Anderson	High Tech	26%
UPenn Wharton	Consulting	23%
UVA Darden	NA	NA
Yale SOM	NA	NA

were particularly interested to learn that 2.3% of the Class of 2016 (3.4% in 2015, 6.0% in 2014, and 3.8% in 2013) started a business during their time at Anderson.

Nevertheless, consulting and financial services are indeed popular industries with Anderson students, with more than one-third of the Class of 2016 accepting positions in these industries, combined (21.4% in consulting services and 19.6% in financial services). Some of the school's top hiring firms (defined in the school's employment report as hiring five or more students) for these fields in 2015–2016 included the Boston Consulting Group; Deloitte; Bank of America Merrill Lynch; Citigroup Inc.; McKinsey & Company, Inc.; EY; and PricewaterhouseCoopers.

As one might expect for a school located in Los Angeles, the single most popular industry for the Class of 2016 was technology, with 28.6% of graduates entering this area (30.8% in 2015 and 28.3% in 2014), though this has not always claimed the highest proportion of graduates (the industry was the second most popular in 2011 and third in 2010). Other primary industries after these top three were consumer products, with 9.2% (also 9.2% in 2015, and 10.1% in 2014), and entertainment and media, with 8.1% (9.5% in 2015 and 7.4% in 2014). Top hiring firms for these industries in 2016 included Amazon, Inc.; Apple, Inc.; Google, Inc.; Microsoft Corporation; and the Walt Disney Company.

Anderson is one of the few top business schools to invest in the development of a research center specifically dedicated to media and entertainment. The school's Center for Management of Enterprise in Media, Entertainment, and Sports focuses on studying the forces changing these three specific industries, including globalization, technology, and consolidation. Historically, real estate has been another significant area of professional interest among Anderson students. Of the Class of 2010, 6% boldly stepped back into the real estate industry in the wake of the 2008–2009 housing market crash, but perhaps because of continued fluctuations in the housing market, only 2.5% of Anderson graduates entered real estate in 2011. However, this number has been slightly higher in recent years, with 3.3% of the Class of 2016 and 3.7% of the Class of 2015 accepting jobs in this area.

Understandably, many students seem to be drawn to UCLA Anderson because of the school's proximity to leading companies in the entertainment industry, but the school's Los Angeles location is also valuable for students who expect to rely on networking (rather than on-campus recruiting) for their job search, perhaps to join a smaller Los Angeles–area firm that does not have the resources to recruit MBA students from across the country.

That said, students we interviewed indicated that the staff of Anderson's career center is “incredibly helpful” for both on- and off-campus recruiting efforts. A second year with whom we spoke remarked that her career center advisor was always available to answer questions or help her prepare for a case interview, even when his allotted office hour slots were already full. She was seeking an education sector job and explained to mbaMission, “Even though [my advisor] didn't have experience in education, he met with edu-

cation people; he was still helpful. [The center] doesn't bring as many of those types of companies on campus—there aren't enough students to make it a valuable use of the team. The center is really supportive and feels a little guilty of self-searches, and so the staff takes extra steps for [these students].”

6. Alumni Base: Opportunities to Engage

The size and depth of a school's alumni base may be important to you as you seek to break into a specific field or region/country. Some MBA programs have had large classes for many years and can therefore boast sizeable alumni networks, whereas other schools may have pockets of strength in particular parts of the world or in certain industries—or can claim a smaller but tighter-knit and more dedicated alumni network overall. For example, Dartmouth Tuck has a smaller absolute number of alumni than most top U.S. schools but has repeatedly been touted as having the highest rate of annual alumni giving, thanks to its very dedicated graduates.

Some schools boast sizeable alumni networks, while others have pockets of strength in particular regions or industries.

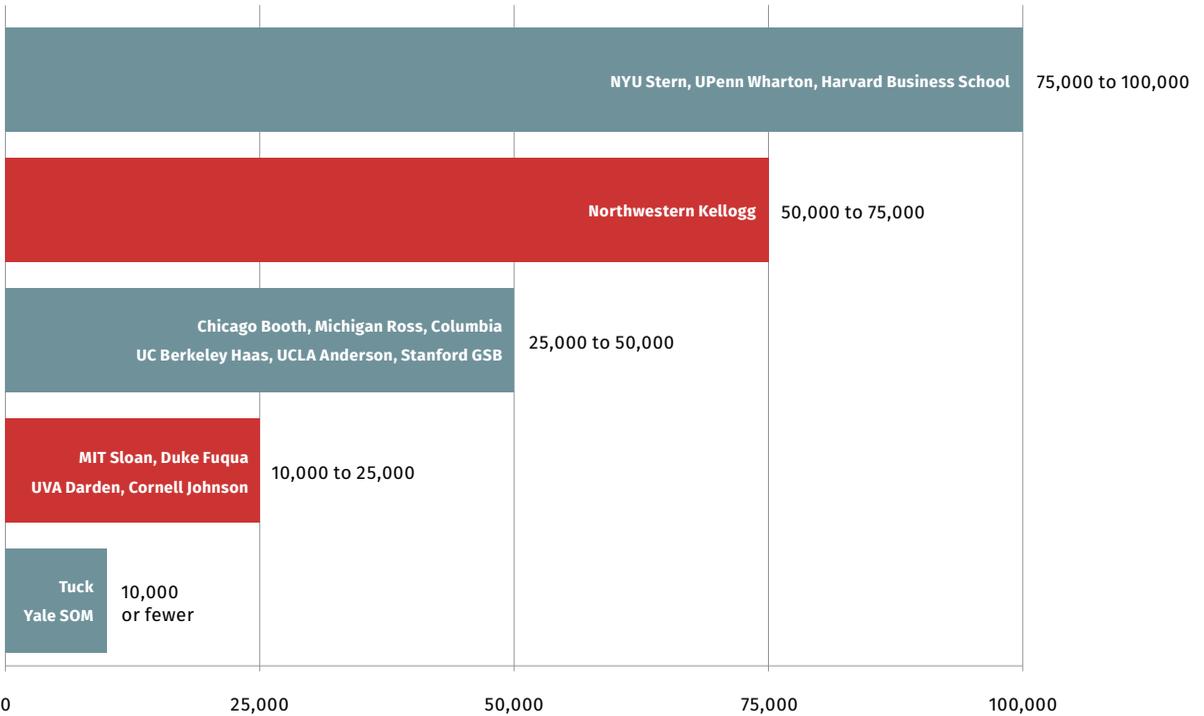
Although acquiring detailed breakdowns of a school's alumni base is sometimes difficult, you may want to consider whether the school you are targeting has alumni clubs in your chosen professional area (i.e., some schools have industry-specific alumni groups) or preferred post-MBA location. Furthermore, if you are determined to live in a particular city/country/region after graduating, then earning your MBA in or near that area, if possible, may be a good idea, so that you can more easily connect with local alumni while you are in school—particularly if you want to pursue a niche professional area and do not expect to participate in on-grounds recruiting. Of course, technological developments have greatly facilitated outreach, meaning that alumni are no longer a flight or long drive away, but are now just a phone call, email, text, or even Skype session away.

The larger Anderson alumni community includes the school's Executive MBA and Fully Employed MBA graduates and totals approximately 37,000 individuals from more than 100 countries. Regional clubs are located in cities throughout the United States as well as in Europe, Asia, Latin America, Australia, and the Middle East. Alumni clubs host both professional and social events. The Office of Alumni Relations and the Alumni Career Services Office also organize events for alumni; sample events scheduled for 2017 include a golf tournament, a vintage rail car trip, a private tour of a Matisse exhibition in San Francisco, and a dinner with Dean Judy Olian in Shanghai. Events in 2016 included a hike to the Purisima Creek Redwoods Preserve in Redwood City, California, a start-up/technology happy hour in New York City, an alumnus presentation titled “The Economic Impact of High Speed Rail Systems” in Hong Kong, and a reception with the dean in Santiago, Chile.

The different industry-specific alumni groups focus on the areas of entertainment and media, entrepreneurship, finance, high tech, and real estate and provide participants with events and resources related to

Alumni Base

Schools are listed in order from largest alumni base to smallest within each category.



Note: Some schools include MBA program graduates only in their alumni total; other schools may also include alumni from their part-time, executive, doctoral, and/or other programs, so totals may not be directly comparable.

these fields. The school's alumni affinity groups include ALMA (Anderson Latino Management Alumni), the GLBA (LGBT) Alumni chapter, and Anderson Women.

Anderson alumni stay connected to one another through the goAnderson Alumni Directory and the Anderson alumni Web site, as well as on Facebook, Instagram, Twitter, YouTube, and LinkedIn. In addition, the school shares news with alumni via News@Anderson, a monthly email newsletter, Assets, a digital publication that includes stories on alumni and related local business news, and class notes (brief updates on the lives of Anderson alumni). Alumni can also join hundreds of email lists, sorted by class, industry, and affinity. On the professional front, the Alumni Career Services Office provides graduates with individual career coaching (for a fee). Each year, Anderson hosts Alumni Weekend, which brings alumni from different class years together for a one-day conference, class reunion dinners, and an alumni awards luncheon.

At the daylong 2017 Alumni Weekend Conference, Anderson faculty and alumni, together with business leaders not affiliated with the school, shared thoughts on the general economic forecast and new ideas from a variety of industries. The vice chairman of Lionsgate (MBA '92) delivered the event's keynote fireside chat, and other speakers included the chief operating officer of Kiva, a partner at IDEO, and the founder and managing director of the Pan Asian Mortgage Company, Ltd. Breakout panel sessions ranged in topic from

“Innovation and Growth through Design Thinking” and “Navigating the Real Estate Market” to “How Innovation Really Works” and “Self-Awareness and Workplace Effectiveness.”

The 2016 conference featured the CEO of AT&T Entertainment Group (MBA '91) as the keynote speaker, while breakout sessions and panels were offered on such topics as “Moving in the Next: Technology and Transportation,” “Seize the Day: Vacation, Wine, and Retirement Savings,” and “The Next Generation: Road to College Admission Success.”

At the 2015 conference, a keynote speech was given by The CEO of Virgin Atlantic (MBA '85). In addition, panel discussions and breakout sessions explored such topics as “Managing a Global Health Crisis,” “Digital Media: Building Engagement for Your Brand,” “Internet of Things: Enabling Innovation Through Collaboration,” and “The Evolution of Disruptive Innovators.”

7. Facilities: Shaping the Academic/Social Experience

When contemplating an MBA program, do not overlook the school's facilities. Renovations, upgrades, and new construction are all regular occurrences on school campuses these days, as some programs increase their square footage while others unify disparate areas or refresh existing spaces. Some schools boast on-campus housing or elite athletic facilities, others have established new green spaces and meeting rooms, and still others have refurbished or added classrooms, theaters, libraries, and other such resources.

If a school has not updated its facilities in recent years, perhaps none were needed or the school has invested in other aspects of its program instead.

Keep in mind, though, that just because a school has not updated or added to its facilities in recent years, this does not mean that its offerings are outdated or subpar; the lack of updates may simply be because none have been needed or the school has invested in other aspects of its program instead. A campus visit is always the best way to evaluate firsthand what a school has to offer, but we nonetheless dedicate this space to a discussion of the facilities available at this particular program.

Funded in part by a 1987 gift from UCLA alumnus John E. Anderson ('40), for whom the business school is now named, the \$130M Anderson campus consists of a complex of six brick-and-glass buildings, designed by architectural firm Pei Cobb Freed and Partners (formerly I. M. Pei & Partners). The six buildings of the “academic village,” described in the following paragraphs, are connected by a series of pathways and bridges and together comprise more than 284,000 square feet of classrooms, lecture halls, study centers, and courtyards.

The James A. Collins Executive Education Center – “A” Building: Named after Class of 1950 UCLA alumnus James A. Collins (chairman emeritus of Sizzler International) and his wife Carol, the Collins Center is home

to the school's Executive Education, Executive MBA, and Fully Employed MBA programs. The Collins Center is bordered by Stone Canyon Creek on the north.

Leon and Toby Gold Hall – “B” Building: Named after Leon Gold, another UCLA alumnus ('42), Gold Hall houses the UCLA Anderson Forecast (a research center that provides economic forecasts for California and the United States) and the Richard S. Ziman Center for Real Estate, as well as lecture halls and faculty offices.

Entrepreneurs Hall – “C” Building: Founded via financial gifts from various entrepreneurs and business development experts, Entrepreneurs Hall includes the Harold and Pauline Price Center for Entrepreneurial Studies as well as the Anderson Doctoral Program, the John E. Parker MBA Career Management Center, faculty offices, classrooms, and the Korn Convocation Hall.

Clark & B.J. Cornell Hall – “D” Building: This building is named for Clark and Barbara June (B.J.) Cornell in honor of a contribution they made to the school in 1996. The couple's son, Bradford Cornell, is an emeritus professor of finance at Anderson. Cornell Hall includes classrooms, meeting spaces for student clubs, faculty offices, and the Riordan Program, which is a mentorship and training program for young people from underserved communities designed to encourage them to consider careers in business.

Maxine and Eugene Rosenfeld Library – “E” Building: One of 11 libraries on the UCLA campus, this four-story library also houses the Anderson Computing and Information Services Office. Eugene Rosenfeld was a member of the UCLA undergraduate Class of 1956. The Rosenfeld collections include information on finance, strategy, marketing, accounting, and organizational behavior to help support Anderson students in their studies. Librarians offer consultations to students who need assistance with research for their AMR projects. The library houses books, journals, and reference collections and includes individual study carrels and group study and meeting rooms.

Mullin Management Commons – “F” Building: Named for Peter W. Mullin, a long-standing Anderson supporter and former member of the school's Board of Visitors, the commons is the location of Il Tramezzino (a café), staff and student lounges, staff and academic offices, the alumni office, and the office of the dean. This building also houses the Exchange Room, where students and visitors can find a genuine New York Stock Exchange trading post. In July 2008, Anderson received a \$2M gift from Jim Easton (UCLA '59) to create the Jim Easton Global Connection Classroom, which was dedicated in May 2009. A state-of-the-art space, the new media- and communications-equipped classroom offers enhanced recording and Web-casting capabilities as well as video conferencing, to connect Anderson students and faculty with others around the world.

8. Rankings and Reputation: Important Metrics or Arbitrary Measures?

MBA rankings should always be viewed with a healthy dose of skepticism, given that they can fluctuate dramatically from year to year and from publication to publication. For example, if you had relied on the *Financial Times*' rankings to choose the Yale School of Management as your business school in 2011 because of the program's position at number seven, you probably would have been disappointed to see the school then slide down to number 12 just one year later before rebounding to number nine the following year. Similarly, if you had selected UC Berkeley Haas in 2004, when it was number 17 in *Bloomberg Businessweek*'s ranking, you would have been delighted to see the program rise to number eight in 2010 before it slipped out of the top ten again to number 13 in 2012.

Can an MBA program—which is made up of so many moving parts—really change so much in just one or two years? Furthermore, how can one reconcile that UVA Darden is in the third position (among U.S. programs) in *The Economist*'s rankings but is 12th in the *Bloomberg Businessweek* survey, 14th in the *U.S. News & World Report*, and 16th in the *Financial Times*' rankings—all at the same time? Or that Stanford GSB holds the fifth position on *The Economist*'s list and fourth in the *U.S. News* rankings, but is second in the *Bloomberg Businessweek* rankings and first in the *Financial Times*' survey? Or that UPenn Wharton is number one according to the *U.S. News* rankings and number two in the *Financial Times*' list, but only number six in *Bloomberg Businessweek* and number nine in *The Economist*'s survey?

An MBA ranking that appears to be gaining in popularity, according to feedback we have received from candidates in recent years, is from *Poets&Quants*, which aggregates what it considers the top five MBA surveys—*Bloomberg Businessweek*, *The Economist*, the *Financial Times*, *U.S. News & World Report*, and *Forbes*—to create a kind of composite ranking.

Of course, the various surveys should and likely will provide some context for your decision, but resist the temptation to choose a school based on rankings alone, because rankings may ultimately betray you—possibly even before you graduate.

One thing to keep in mind, particularly for international students, is that a school's reputation domestically can be quite different from its reputation abroad. Years ago, mbaMission worked with an international candidate who was accepted into the MBA programs at Cornell Johnson and Dartmouth Tuck. When this individual shared the good news with his manager, his manager said, "I thought you would have gone to an Ivy League school like Princeton!" Of course, Dartmouth and Cornell *are* in fact Ivy League institutions, and Princeton does not even have an MBA program—the manager's reaction illustrates how possible misconceptions can arise. So, after considering an MBA program's strengths, you might factor in that some schools have greater brand power in certain parts of the world, especially if you plan to live and work abroad after you complete your studies.

The various surveys should and will provide some context for your decision, but resist the temptation to choose a school based on rankings alone.

We advise you to consider your MBA a long-term investment that will pay dividends throughout your life, and such an investment should be based on more than a one-time ranking. In fact, most MBAs who are five to ten years out of school are not even aware of what their school is now ranked. Perhaps more importantly, if you were to ask one whether the school’s position in the rankings has any effect on his/her career, the response would certainly be an impassioned “No!”

U.S. Ranking: UCLA Anderson	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
<i>Poets&Quants</i>	NA	NA	15	14	14	14	17	16	17	NA	NA
<i>U.S. News & World Report</i>	15	15	15	16	14	15	14	15	14	NA	NA
<i>Bloomberg Businessweek</i> ¹	NA	NA	22	13	11	[18]	18	[17]	17	[14]	14
<i>Financial Times</i>	NA	15	17	14	14	13	15	15	15	15	NA
<i>The Economist</i>	NA	NA	10	7	11	12	15	17	22	27	NA

¹ Until 2015, Bloomberg Businessweek released rankings every two years (in November), so numbers in brackets represent carryover from the previous year’s ranking.

Anderson typically ranks solidly among the top 20 U.S. business schools in what are generally considered the most prestigious MBA rankings. Anderson stood mostly steady in *The Economist*’s 2016 ranking, coming in at tenth within the United States and 14th internationally after the previous year’s 7th and tenth positions, respectively. The school rose two spots from 17th to 15th domestically in the 2017 *Financial Times* survey and from 34th to 32nd internationally. Anderson fell from 13th to 22nd place in *Bloomberg Businessweek*’s 2016 rankings, leaving the school out of the top 20 for the first time since at least 2006. Anderson was ranked 15th in the 2016 *Poets&Quants* ranking, one spot lower than the previous year.

In *U.S. News & World Report*’s 2018 survey, the school stood steady at 15th in the country, unchanged from the previous year. In addition, Anderson appeared among the top 20 in several of the publication’s specialty rankings: nonprofit (8, tied with Columbia Business School), finance (10), international (12), marketing (14), production/operations (17), information systems (20), and management (21). In addition, the Princeton Review conferred two accolades on Anderson in 2015, naming the school number one (out of the 294 programs considered) for Best Classroom Experience and Best Campus Environment.

Although Anderson may not have the global brand recognition generally enjoyed by “top five” MBA programs such as Chicago Booth, HBS, the Stanford GSB, and Wharton, the school is certainly well known in the United States and is held in high regard by many. And Anderson’s students seem generally pleased with the school’s placement in the various surveys, according to those with whom we spoke. Several told us they felt “great” about the program’s rankings, and a first year noted, “Top 20 is wonderful” but counseled candidates considering applying to the school, “Fit is more important than ranking.” Another first-year student we interviewed said that one of the reasons he chose the school for his MBA was because of its

top-20 placement, remarking, “I would love for it to be higher, but it’s hard to displace East Coast mainstays that have been around for much longer.”

As to whether the school’s position in the various rankings accurately reflects the quality of its MBA program, yet another first year we interviewed stated, “Anderson is probably under-ranked due to its career placement statistics. The faculty and staff are outstanding and the West Coast-heavy student body provides an amazing degree of diversity that other schools cannot match. UCLA Anderson isn’t too finance or consulting heavy—it has a healthy student body mix from entertainment, technology, health care, energy, military, etc.”

Poets&Quants (2016)

1	Harvard Business School
2	Stanford GSB
3	Chicago Booth
4	Northwestern Kellogg (tie)
4	UPenn Wharton (tie)
6	MIT Sloan
7	Dartmouth Tuck
8	UC Berkeley Haas
9	Columbia Business School
10	Yale SOM
11	Duke Fuqua
12	UVA Darden
13	Michigan Ross
14	Cornell Johnson
15	UCLA Anderson
16	UNC-Chapel Hill Kenan-Flagler
17	NYU Stern
18	UT Austin McCombs
19	Carnegie Mellon Tepper
20	Emory Goizueta

U.S. News & World Report (2018)		Bloomberg Businessweek (2016) ¹	
1	Harvard Business School (tie)	1	Harvard Business School
1	UPenn Wharton (tie)	2	Stanford GSB
3	Chicago Booth	3	Duke Fuqua
4	MIT Sloan (tie)	4	Chicago Booth
4	Northwestern Kellogg (tie)	5	Dartmouth Tuck
4	Stanford GSB (tie)	6	UPenn Wharton
7	UC Berkeley Haas	7	MIT Sloan
8	Dartmouth Tuck	8	Rice Jones
9	Columbia Business School (tie)	9	Northwestern Kellogg
9	Yale SOM (tie)	10	UC Berkeley Haas
11	Michigan Ross	11	Columbia Business School
12	Duke Fuqua (tie)	12	UVA Darden
12	NYU Stern (tie)	13	Michigan Ross
14	UVA Darden	14	Yale SOM
15	UCLA Anderson	15	Carnegie Mellon Tepper
16	Cornell Johnson	16	Cornell Johnson
17	UT Austin McCombs	17	NYU Stern
18	UNC-Chapel Hill Kenan-Flagler	18	Texas A&M Mays
19	Carnegie Mellon Tepper	19	Washington Foster
20	Emory Goizueta	20	Emory Goizueta

Financial Times (2017)^{2,3}		The Economist (2016)^{2,4}	
1	Stanford GSB	1	Chicago Booth
2	UPenn Wharton	2	Northwestern Kellogg
3	Harvard Business School	3	UVA Darden
4	Columbia Business School	4	Harvard Business School
5	Chicago Booth	5	Stanford GSB
6	Northwestern Kellogg	6	Dartmouth Tuck
7	MIT Sloan	7	UC Berkeley Haas
8	UC Berkeley Haas	8	Columbia Business School
9	Yale SOM	9	UPenn Wharton
10	Dartmouth Tuck	10	UCLA Anderson
11	NYU Stern	11	Yale SOM
12	Michigan Ross	12	MIT Sloan
13	Duke Fuqua	13	Duke Fuqua
14	Cornell Johnson	14	NYU Stern
15	UCLA Anderson	15	Michigan Ross
16	UVA Darden	16	UNC-Chapel Hill Kenan-Flagler
17	Carnegie Mellon Tepper	17	Vanderbilt Owen
18	Georgetown McDonough	18	Cornell Johnson
19	Washington Foster	19	Emory Goizueta
20	UNC-Chapel Hill Kenan-Flagler	20	IU Kelley

¹ Bloomberg Businessweek ranks UCLA Anderson 22 domestically

² Excludes international schools and reranks only U.S. schools.

³ The Financial Times ranks UCLA Anderson 32 internationally.

⁴ The Economist ranks UCLA Anderson 14 internationally.

University of California – Los Angeles

Anderson School of Management

Summary

With a campus made up of interconnected brick-and-glass buildings designed by the architectural firm Pei Cobb Freed and Partners (formerly I.M. Pei and Partners) and patterned after an Italian hillside community, the University of California’s Anderson School of Management is located in the Westwood neighborhood of Los Angeles. The school’s location makes it particularly attractive to those interested in careers related to the media and entertainment industries.

Anderson is one of the country’s only business schools with a research center dedicated specifically to media and entertainment—the Center for Management of Enterprise in Media, Entertainment, and Sports—yet it is nonetheless a general management school with resources for the study of a diverse set of industries and functions. These include the Harold and Pauline Price Center for Entrepreneurial Studies and the Richard S. Ziman Center for Real Estate, which has a particularly strong connection with practitioners in the Los Angeles real estate community.

As mentioned before, in 2016, the majority (nearly 60%) of the school’s graduates took jobs *outside* the traditional post-MBA industries of consulting and financial services. Anderson students appear to have a particularly wide range of professional interests, with members of the Class of 2015 accepting positions in more than 25 different sectors. In addition, 2.3% of the students in the Class of 2016 started their own business while at Anderson; within the Class of 2015, this figure was 3.4%.

Anderson’s target class size of roughly 360 students makes the school relatively small. First years take their core classes in two sections: one professionally diverse, “mixed” section and one professionally targeted section that is determined based on the student’s chosen career “track.” Students choose a professional track in their second year of study from Finance and Marketing. In addition, the MBA curriculum includes a required two-quarter AMR project to be completed by the end of a student’s second year of study. This 20-week group project is a unique aspect of the Anderson curriculum; participating students work on strategic projects and develop recommendations for “partnership organizations,” which are located around the world and have included Fortune 500 companies as well as relatively small start-ups.

Anderson celebrated its 75th anniversary in 2010 with an “Accelerate” fundraising campaign that ultimately raised approximately \$118M against its initial goal of \$100M. The funds were dedicated to increase the size of Anderson’s faculty, establish new research centers, and finance additional fellowships for PhD students. Then, in 2011, the school’s namesake, John E. Anderson, and his wife, Marion, donated \$25M to the school—the largest gift in the school’s history at the time. Four years later, Marion Anderson broke the record she and her husband—who passed

away in 2011—had set as she donated \$100M to the school. Marion Anderson’s donation launched Into the Next: The Campaign for UCLA Anderson, which is part of the Centennial Campaign for UCLA, intended for raising funds in honor of the university’s upcoming 100th birthday in 2019. The business school set a goal of \$300M for its participation in the campaign.

Candidates interested in learning more about Anderson can access video and audio podcasts of Anderson faculty members discussing their teaching and research on a wide variety of topics (www.anderson.ucla.edu/knowledge-assets/faculty-video-archive). Sample podcasts include “The Stigma of Obesity in Customer Service,” “UCLA’s Potential in Spurring Economic Growth and Innovation in Southern California,” “A Statistical Study of the Probability of Success of in Vitro Fertilization,” and “Perceptions of Status in Task Groups and How That Evolves Over Time.”

In addition, via the guest video archive section of the UCLA Anderson Web site (www.anderson.ucla.edu/knowledge-assets/guest-video-archive), candidates can watch videos of past participants in the UCLA Anderson Distinguished Speaker Series—various business, government, and community leaders—including the president/CEO of DirecTV, reflecting on his career path; the founder of Craigslist, discussing how social media can be used for the public good; the president and CEO of Sam’s Club, discussing how to lead an international retail company; and the CEO of Zappos.com, discussing his journey as an entrepreneur.

The Dean

One of the few women whose career highlights include more than one high-ranking business school deanship, Judy D. Olian took over as the first female dean of UCLA Anderson in 2006, after previously heading Pennsylvania State University’s Smeal College of Business Administration for five years. In addition, Olian served as the 2008 chairman of the Association to Advance Collegiate Schools of Business, the primary U.S. business school accreditation body. In 2015, Olian was appointed as an independent director to the board of directors of biotechnology company United Therapeutics Corporation. Olian, a native of Australia, has attributed much of her career ambition to role models such as the former Israeli prime minister, Golda Meir, for whom she once served as an executive assistant. “In recent years I’ve become aware of my role as a woman and a leader,” Olian stated in a 2011 article in the *Los Angeles Times*, adding, “Here we are in this day and age and only 15 Fortune 500 CEOs are women. The talent pool should not be circumscribed by gender.”

In a 2014 op-ed she wrote for *Bloomberg Businessweek*, Olian noted that the number of female Fortune 500 CEOs had risen to 23 but asserted that more must be done for women in higher education. During her deanship, the number of female faculty members at Anderson has doubled, and the number of female full professors has tripled. In her op-ed, Olian presented ideas to facilitate further improvements in these areas, such as appointing more women to visible leadership positions, monitoring pay equity, and recognizing the problem of too few women in PhD programs. She also announced that to this end, she had appointed a Gender Climate Taskforce. Olian discussed further the role of women in leadership at the February 2017 Anderson Women’s Leadership Summit,

noting that the latest incoming UCLA undergraduate class included 56% women. “There’s a large and growing pool of educated female talent in this country ... and we need to harness the full power of that enormous talent of women,” Olian said in her welcoming speech.

Olian’s leadership as dean of Anderson has helped position the school to better respond to the challenges and opportunities of an increasingly globalized job market. She has focused especially on creating ties to Asia and Latin America by expanding the school’s offerings with partnering institutions such as the National University of Singapore, and by introducing the Global Executive MBA for the Americas program. A 2006 profile of Olian, published by the *Financial Times* shortly after she assumed her role as Anderson’s dean, describes her commitment to building the school’s global reputation: “Although an organizational behavior specialist by training, she might easily be taken for a marketing professor, as she promotes both the university and the business school. She describes the University of California as ‘the greatest university system in the world.’”

Enlisting the help of marketing firm Ogilvy & Mather, Olian assembled a branding task force to help identify strategies for distinguishing Anderson from other elite business schools. According to an article in the inaugural digital issue of the school’s *Assets* magazine, the result of this research has been to roll out a new logo and brand identity—centered on the tag line “Think in the Next”—which, Olian says, reflects Anderson’s culture as “[leaning] forward to careers of the future, and to ideas as they evolve.” Beginning in 2011, Olian also led the development of the school’s five-year strategic plan, called Anderson 2016, which reflected this brand identity. Incorporating feedback from students and alumni, the plan’s primary goals address ways to cope with state funding cutbacks, to leverage new educational technologies, and to stay competitive with other business schools. Olian states in a “Letter from the Dean” in *Assets*, “Our new brand captures our DNA, and the way in which various stakeholders embody the spirit of ‘Think in the Next.’”

In 2014, another “Letter from the Dean” in *Assets* revealed that Anderson had joined UCLA’s \$4.2B fundraising Centennial Campaign—announced in preparation for the university’s 100th birthday in 2019—and launched Into the Next: The Campaign for UCLA Anderson, with goals of \$175M in general fundraising and \$80M for the improvement of facilities. “The Centennial Campaign comes at a special moment for UCLA Anderson—as we forgo state funding and transition to financial self-sufficiency for all of our masters programs,” Olian wrote. “This momentous transition brings advantages of nimbleness and financial self-reliance, while advancing our legacy of student excellence, faculty distinctions and our public mission. It also increases our reliance on your philanthropic support.” In July 2015, UCLA announced a record \$643M in fundraising during the fiscal year of 2014–2015, noting the 2015 \$100M gift from Marion Anderson as a highlight.

Other significant developments overseen by Olian have included the successful \$118M Accelerate fundraising campaign, the expansion of core research faculty, and the introduction of a curriculum overhaul in 2011 meant to provide a more customizable, career-focused core course sequence. Olian explained in a 2011 press release describing the curricular changes that “the program is designed to give our students the flexibility they want, and the critical preparation they need,” adding, “Employers expect MBA graduates to be ready, from day one, to add

value to their organizations. ... With the new curriculum customized around their career needs, UCLA Anderson graduates will be ready to enter the market with deep expertise in their chosen fields when they finish their MBA.”

Professional Specializations

Consulting

Although Anderson students as a whole tend to pursue a diverse set of careers upon graduation, for the school’s Class of 2016, consulting was the second most popular industry; 21.4% of Anderson graduates accepted consulting services positions that year (17.9% in 2015, 16.3% in 2014, and 14.2% in 2013). The school suggests sample courses for those interested in a consulting career, including “International Business Strategy,” “Negotiation Analysis,” “Global Economy,” “Corporate Valuation,” and “Managerial Model Building.”

The Management Consulting Association (MCA) is a student club with approximately 200 members that offers annual events such as the Management Consulting Internship Career Night and a Full-Time Career Night, along with interview prep teams, case interview workshops, and case marathons. In addition, the club hosts alumni mixers and a speaker series that features practicing consultants.

The MCA holds annual company events such as Days on the Job. A former club president described these events to mbaMission as a “day in the life of a consultant” at various levels, during which students visit such companies as ZS Associates and Gallup. In November 2016, for example, approximately 50 students visited the offices of such companies as KPMG, Mercer, and the Boston Consulting Group. An alumna told mbaMission that during a typical Day on the Job event, students visit potential employers, view a presentation about the company, tour the facility, and ask employees questions about jobs and internships. To attend a Day on the Job event at one of the more popular companies, the club organizing the event might require interested students to write a paragraph demonstrating their interest in the company and their level of involvement in the club. The MCA also organizes events for its members such as a Boston Consulting Group Case Workshop, case workshops at Deloitte and McKinsey, and Coffee Chats with representatives from Deloitte Consulting, PricewaterhouseCoopers, and Ernst & Young.

The club also offers a “Strategy 101” series, which the first year explained to mbaMission replaced the “Introduction to Consulting” seminar once offered by the club. The series has three parts: an introduction to consulting, a case demonstration, and a strategy class taught by a faculty member.

Anderson’s Strategy and Operations Management Association (SOMA) boasts more than 100 members and focuses on supply chain management, strategic planning, operational efficiency, business development, and technology management. SOMA hosts numerous events, including company information sessions, industry workshops, one-on-one professional counseling, and career nights.

According to a second year mbaMission interviewed, many students interested in consulting take part in the annual Net Impact Consulting Challenge (described in more detail in the Nonprofit/Social Entrepreneurship section), which gives students an opportunity to apply classroom learning to help real-world nonprofit organizations. Students work for two to three weeks with their client organization to analyze and/or solve a challenge that the company faces and must make a 20-minute presentation at the culmination of the project.

Top hiring firms (designated as those hiring five or more full-time MBA students) for consulting at Anderson in 2016 included the Boston Consulting Group, Deloitte, EY, McKinsey & Company Inc., and PricewaterhouseCoopers.

Entertainment and Media Management

As mentioned, and as many people already recognize, Los Angeles is arguably the center of the country's entertainment and media industry, and 6.5% of Anderson's Class of 2016 (9.5% in 2015, 7.4% in 2014, and 8.5% in 2013) accepted jobs in this field. The business school is one of the only ones in the United States with a resource center specifically dedicated to the entertainment industry: the Center for Management of Enterprise in Media, Entertainment, and Sports (MEMES), formerly called the Entertainment and Media Management Institute.

Each quarter, Anderson offers one or two specialized electives focused on the entertainment and media management sector, which have included "Entertainment Law: The Film Industry," "Advertising and Marketing Communications," and "Entertainment Marketing." The Center for MEMES provides a list of courses from which aspiring MBAs interested in media and entertainment may choose, including "Entertainment Business Models," which is co-taught with the chairman/CEO of Global Eagle Acquisition Corporation, and "Content Creation and Exploitation in the Digital Age," which is taught by a former president of daytime television at the Disney-ABC Television Group.

Anderson students may also apply to take classes at the UCLA School of Theater, Film, and Television in the Producers Program, which has offered courses such as "International Financing and Distribution," "Overview of Network Television Management," and "Feature Film Marketing." Program instructors have included notables such as Tom Nunan, the owner of Bull's Eye Entertainment, and Peter Guber, the CEO of Mandalay Entertainment, former chairman and CEO of Sony Pictures Entertainment, and producer of such films as *Rain Man*, *Batman*, and *The Color Purple*. Through the Producers Program, Guber has taught a class called "Studio vs. Independents," which explores the growing number of media formats through which audiences watch movies.

Students may also conduct an AMR or independent study project in the field of media and entertainment and can participate in events hosted by the Entertainment Management Association (EMA) student club, which reportedly has more than 250 members. The EMA offers annual events such as Entertainment Career Night, along with a host of student trips and workshops. Entertainment Career Night is described on the school's Web site as one of the club's "marquee events," and in 2015, for example, more than 50 industry professionals representing 20 companies—including the Walt Disney Company, Hulu, and Activision Blizzard—connected with more than 100 students. In 2016, companies included Lions Gate Entertainment Inc, NBCUniversal, Sony Corporation, and 20th Century Fox

Film Corporation. The evening reportedly involves a formal gathering at an upscale venue and offers attendees intimate roundtable discussions with company representatives over appetizers and cocktails.

A recent club president explained to mbaMission that the occasion “allowed Anderson students to network with a range of companies from major studios and independents to online distributors, and everything in between. As the entertainment industry continues to evolve and develop new business models that adapt to changing technologies and consumer habits, events like [Entertainment Career Night] provide an opportunity for Anderson students to debate these issues with professionals working to solve current problems.”

A first-year student in charge of planning the 2012 Entertainment Career Night told mbaMission, “Overall, the night was a great success and is an example of the huge competitive advantage UCLA Anderson students have within the entertainment industry. The event helped create many lasting and personal relationships that are now culminating in great summer internship opportunities for our first years, and career placement for our second years.”

The Entertainment Management Association also sponsors a series of studio treks, which in recent years have included visits to Hulu, Warner Bros. Entertainment, Paramount Pictures, Walt Disney Studios, Sony Pictures, Netflix and Universal Pictures. In addition, the club hosts an annual New York Trek, a two-day trip wherein EMA members visit entertainment and media companies, listen to guest speakers, and attend lunches with industry executives. Participants on this trek have visited NBCUniversal, DirectTV, ABC News, Spotify, Google, Focus Features, Tribeca Enterprises, ESPN/ABC News, IAC, and Fox. A first year and club member who participated in this trek told mbaMission, “We intend to continue enhancing our presence on the East Coast.” The club also regularly organizes a Silicon Valley trek, interview prep sessions, and dinners with industry professionals.

Companies that recruited Anderson students for internships and full-time positions in the field of media and entertainment in 2016 included the Walt Disney Company and Sony Pictures Entertainment.

Entrepreneurship, Private Equity, and Venture Capital

Entrepreneurship is often considered one of Anderson’s strengths, and a number of students we interviewed for this guide echoed this sentiment. Students may choose from among more than 20 recommended electives in this area, including “Entrepreneurship and Venture Initiation,” “Leadership, Motivation, and Power,” “Managing Entrepreneurial Operations,” and “Managing and Financing the Emerging Enterprise.” One first-year student told mbaMission that although some of the courses in this area can be very challenging, “the entrepreneurship classes are some of the coolest you can take—these classes are considered a rite of passage.”

The Harold and Pauline Price Center for Entrepreneurial Studies is the school’s official center for research and activity related to entrepreneurship. The center has hosted several entrepreneurship conferences over the years that have drawn rather targeted audiences, such as the Steinbeck Symposium Family Business Seminar and the Galef Symposium in Entrepreneurship and Business Development.

The center also supports events such as the Knapp Venture Competition (discussed in more detail later in this section) and the Technology and Innovation Partners (TIP) Program. For students interested in technology entrepreneurship, the TIP Program offers support (for selected teams) on issues from business plan creation to intellectual property (the latter offered through the UCLA School of Law).

In early 2016, the school unveiled the Anderson Venture Accelerator. The accelerator, which is located in the Rosenfeld Library, is open to all UCLA schools and offers a 45-person co-working space and a presentation area. In addition, participants are able to work with the university's research librarians and attend events hosted at the accelerator, including seminars and guest speakers. "We're taking students through the entrepreneurial experience so they can understand if it's right for them," Elaine Hagan, executive director of the Price Center said at the accelerator's launch event. "We're helping them decide what role they would like to fill or whether or not they like collaborating. There's an opportunity to learn about themselves."

The Entrepreneur Association (EA) claims on its Web site to be one of the largest student clubs on Anderson's campus, with more than 600 members interested in entrepreneurship or venture capital. A first year we interviewed confirmed that the EA is the school's "most active" and "biggest" student organization. The club reportedly organizes more than 100 events every year, including the annual Entrepreneur Association (EA) Conference, which typically draws a crowd of more than 400 students, faculty, alumni, and professionals. "We have many promising entrepreneurs at UCLA Anderson," explained the school's senior associate dean in a 2013 press release, "and the EA conference gives them the opportunity to network with and learn from leading industry innovators. The event doesn't just highlight current trends in entrepreneurship such as accelerators, or new approaches to financing such as crowdfunding, but more importantly, zeroes in on the skills tomorrow's entrepreneurs will need to succeed."

In 2015, the 30th anniversary of the EA Conference, the event got a new name: CREATE. In a 2015 press release about the name change and upcoming conference, a second-year student explained the impetus for the new moniker by saying, "The name change reflects UCLA Anderson's position as a meeting place for all types of creators and resonates with the broader entrepreneurial community." The March 2017 event was themed "Lessons from L.A.'s Most Effective Startups" and featured the founder and CEO of The Bouqs Company and a founding partner of Lightspeed Venture Partners as the keynote speakers. Panel discussions explored such topics as "California's Green Gold Rush: A World with Legal Cannabis," "Reimagining the Way We Eat," "Designing the Future of Fashion," and "FinTech: Democratizing Finance." The event concluded with a networking happy hour.

At the April 2016 event, keynote speakers included the founders of Revolution Prep and the founder of Wovenmedia and Zema Enterprises. The conference featured TED-style talks and panels, with topics ranging from "Fintech" to "VC Tech Investing," and the day concluded with a networking happy hour.

Serving as conference keynotes in 2015 were a partner at Upfront Ventures and the chairman of the Manchester United soccer team and the Tampa Bay Buccaneers football franchise. Via panel discussions, attendees and industry representatives explored such areas as e-commerce, 3-D printing, and online dating. Also offered was

the event's traditional Fast Pitch Competition, which challenges aspiring entrepreneurs to compete for \$3,000 in prizes by making a 90-second (or less) pitch for their venture to a panel of investors. In addition to the cash award, winners receive individual mentorship from area experts in the venture capital space.

The 2014 EA Conference, themed "The Evolving Entrepreneur," focused on critical entrepreneurial skills and emerging business opportunities. Participants could attend keynote addresses presented by a partner/managing director at Draper Fisher Jurvetson, the CEO/co-founder of TargetClose, and the CEO/co-founder of Mashery, in addition to a fireside chat with the founder/CEO of Tinder. A series of nine panel discussions explored such topics as "Big Data," "Social Entrepreneurship," and "Sharing Economy." Attendees of the conference also participated in case studies, a networking lunch, and a happy hour.

The EA also organizes regular Dinners for Eight—or D48 dinners, as they are also known—where eight students share an evening meal with a business leader or entrepreneur. To participate in a D48 dinner, students must write and submit a brief statement of interest to the club officer organizing the dinner—these events tend to be extremely popular. Participants often include a mix of students from the full-time MBA program as well as from the Fully Employed MBA and Executive MBA programs.

Anderson's Entrepreneur in Residence program, also an EA offering, provides students the opportunity to spend a day with an entrepreneur, typically off campus, exploring the various challenges and benefits of starting a business. Past participants in the Entrepreneur in Residence program have included Jim Koch of Boston Brewing Company (which produces Sam Adams beer) and Paula Kent Meehan, founder of Redken Laboratories.

The Knapp Venture Competition, co-hosted by the EA and the Harold and Pauline Price Center for Entrepreneurial Studies, is a business plan competition that has been held for more than 30 years and offers students the opportunity to present their venture proposals to a panel of experienced, real-world investors. Each participating team must include at least one Anderson student. At the 35th annual competition in 2016, the first prize of \$15,000 went to Kulisha, which aims to boost fish aquaculture in Kenya. Ariento, a provider of cybersecurity to small businesses, claimed the second spot, worth \$7,000. Charitable video game company GoodGaming received the third place prize of \$2,500, in addition to the People's Choice award, worth \$2,000.

At the 2015 event, Spinal Singularity, a spinal cord injury medical device manufacturer, won the top prize of \$15,000. Talent management app Rankmi claimed second place and the accompanying \$7,000 prize. For Luxe and Love, a jewelry rental app, tied for third place with FundOpp Capital Inc., an online investment company, and both received prizes worth \$3,000.

The EA also provides resources for members interested in venture capital careers, including the Venture Capital Roundtable, which allows students to meet with practicing investors in small groups (see the Finance section). In addition, the club offers Entrepreneurship Labs (eLabs), in which students pitch their business ideas to and get feedback from other Anderson students. Finally, the club's Venture Capital 101 Series provides an overview of the

venture capital industry and ends with the Deal Review, in which students evaluate the business plans of fellow students who are participating in the aforementioned Knapp Venture Competition.

TED Week, another event that may be of interest to aspiring entrepreneurs, is organized through a collaboration between Anderson's Center for MEMES and the nonprofit organization TED (Technology, Entertainment, and Design) and offers multiple days of on-campus panels, workshops, and TED-themed talks hosted in concurrence with the weeklong TED Talks in Long Beach. The 2015 TED Week was themed "Partnership to Advance Ideas" and offered four days of on-campus events plus live, streaming coverage of TED2015 broadcast to monitors across campus. Talks included "Just and Unjust," "Machines That Learn," and "What Are We Thinking?" with speakers such as Pulitzer Prize-winner Dr. Siddhartha Mukherjee, radio producer David Isay, and fashion designer Hussein Chalayan. The week concluded with Campfire Talks, in which selected Anderson students presented their own TED-inspired talks. The 2014 TED Week involved such on-campus events as an UCLA Ideation Workshop and Advancing Ideas panel discussions. Featured speakers included music producer/DJ Mark Ronson, psychologist Dan Gilbert, and the co-founder of Bionetworks.

The prestigious Deutchman Venture Fellows Program is intended for students interested in the field of venture capital. First-year students must apply for this program, in which participants are placed with sponsoring venture capital firms or portfolio companies for three-month summer internships. Students who are assigned to work with portfolio companies do so under the supervision of a senior executive, and those matched with venture capital firms work on portfolio analyses or deal management with a principal of the firm. Students are selected for the Deutchman Venture Fellows Program after rigorous screening by a committee of faculty members, former Venture Fellows, and venture capital professionals who seek students with strong grades, relevant technical skills and work experience, motivation, energy, and resourcefulness. Final decisions are made jointly by the participating firms and the program selection committee, and fellows receive a stipend from the Deutschman Venture Fellows Endowment at the Price Center. Past Venture Fellows have worked at such firms as Aurora Capital, El Dorado Ventures, DSV Partners, Peregrine Ventures, Brentwood Associates, and Warburg Pincus Ventures.

A first year we interviewed told us, "The spirit of entrepreneurship here is really strong. The Center for Entrepreneurship [the Harold and Pauline Price Center for Entrepreneurial Studies] has a huge presence ... [and] a lot of the events run by the EA are excellent."

The school's most recent employment report states that 2.3% of the Class of 2016 founded their own businesses while at Anderson (down from 3.4% in 2015, 6.0% in 2014, and 3.8% in 2013). The ventures by recent graduates represent industries including real estate, technology, sports and fitness, health care, and consumer products.

Finance

With 31 professors in the finance department, dozens of finance electives, and a dedicated Finance track, Anderson appears to invest significantly in this study area. A first-year student with whom mbaMission spoke com-

mented, “UCLA is not often thought of as a quant school, but it offers a surprising number of quantitatively heavy marketing, operations, and finance electives.” The student added that applicants interested in quantitative analysis should not “overlook [Anderson] and only apply to [Chicago] Booth, Tepper, and Sloan instead.” The school recommends courses for students interested in the following six areas of finance: Investment Banking, Portfolio Management, Corporate Finance, Real Estate, Financial Risk Management, and Banking and the Management of Financial Institutions. Examples of finance courses include “Options Markets,” “Risk Management,” “Financing the Emerging Enterprise,” and “Takeovers, Restructuring, and Corporate Governance.”

The Anderson MBA Investment Finance Association (IFA) and Entrepreneur Association co-host an annual Private Equity Roundtable at which students meet with private equity professionals. Open to both first- and second-year students, the event begins with a keynote address, which is followed by multiple roundtable sessions wherein students speak with potential employers in the field of private equity. The 2017 Private Equity Roundtable was held in March with such panelists as the managing partner of Probitas Partners, the chairman of RueOne Investments, and the partner and managing director of Aurora Capital Group. In March 2016, the Private Equity Roundtable welcomed the managing partner and cofounder of Riordan, Lewis & Haden to deliver a keynote speech and take part in a Q&A. In 2015, the event saw a turnout of more than 100 attendees and featured the director and cofounder of Ares Management as keynote. The March 2014 event welcomed a partner from Brentwood Associates as its keynote speaker.

The IFA, whose more than 300 members make it one of the largest student clubs at Anderson, also organizes several other events for students interested in finance careers, such as Educational Workshops, which consist of a number of industry overview sessions. In addition, IFA offers its members Corporate Workshops, conducted by a professional educational firm. Participants in these workshops learn, for example, how to calculate the enterprise value of a company using real, publicly available company data. Additional IFA offerings include career nights for investment banking and corporate finance.

Established in 1987, the Student Investment Fund (SIF) at Anderson is a limited-enrollment course that provides students a hands-on opportunity to apply what they have learned thus far about investment theory. Students must apply to manage the portfolio, valued at more than \$2M, as one of the ten SIF Fellows by submitting an essay and participating in two rounds of panel interviews. SIF Fellows engage in investment strategy, asset allocation, and security analysis for more than 18 months and explore both value and growth approaches to investment as well as fixed income investments. Fellows get together weekly during the academic year, meet once a month with the Faculty Oversight Committee, and visit more than 30 investment professionals throughout the course of their 18-month tenure to learn about different investment philosophies. Fellows also receive assistance in securing summer internships in the investment management industry. Firms that have participated in the program include The Capital Group; Loomis, Sayles; the Foley Revy Investment Company; NWQ Investment Counsel; Roxbury Capital; and Scudder, Stevens & Clark.

The Anderson Student Asset Management fund is an investment fund that aims to “provide a competitive rate of risk-adjusted return to its investors [and] enhance the educational and professional opportunities of MBA students from the UCLA Anderson School of Management through experiential learning,” explains its Web site. Each year, up to 20 students are picked to become student managers of the fund and to act as portfolio managers over the course of five quarters. These students are enrolled in the “Fieldwork in Investment Management” course. The student fund managers work closely with their advisor and oversight committee to develop investment policies, conduct analyses of capital market conditions, conduct security analyses, rebalance existing asset positions, and measure and attribute performance. The site further indicates that the fund may hold the stock of any publicly traded U.S. firm on an approved list of stocks compiled in consultation with a faculty advisor, and that fund managers must establish maximum position limits to avoid systematic risk from individual securities. Students present a quarterly technical analysis of the fund’s performance to the oversight committee.

The fund also sponsors events throughout the academic year, including firm visits (past visits have been to Bradford & Marzec, Guggenheim Partners, and Warren Buffet) and a speaker series (past speakers have included the chairman of Oaktree Capital and the founder of Pacific Investment Management Co.).

In 2016, 19.6% of the school’s graduates entered positions in the financial services industry (15.0% in 2015, 20.5% in 2014, and 20.4% in 2013). Top employers for finance positions that year included Bank of America Merrill Lynch, Citigroup Inc., Credit Suisse, Dimensional Fund Advisors, and Houlihan Lokey.

General Management

The core curriculum at Anderson is designed to allow students to customize their MBA experience from their early days in the program and thereby prepare for summer internships and their planned post-graduation career. Anderson’s required courses as a whole provide students with a foundation in general management. In particular, the core classes “Communication for Leaders,” “Operations Technology Management,” and “Organizational Behavior” all benefit aspiring managers.

Although no track or specialization is dedicated specifically to general management, 7.6% of Anderson graduates entered positions with a general management function in 2016 (9.9% in 2015 and 9.7% in 2014), including executive management and rotational programs. Moreover, general management is one of the career paths the school highlights. Anderson recommends 21 electives for aspiring general managers and describes these individuals on its Web site as “students who are interested in leadership roles in small or midsize firms where they are expected to ‘do it all’ or students who like to be an effective cross-functional manager and, ultimately, an effective top executive.” Among the recommended general management electives are “Leadership, Motivation, and Power,” “Technology Strategy and Industry Dynamics,” and “Negotiation Analysis.” Other elective options include “Topics in Business Law,” “Brand Management,” and “Great Ideas in Management.”

In “Advanced Strategy: Non-Market Competition,” another elective the school recommends for individuals pursuing a general management career, students study non-market factors (e.g., governmental agencies, the media) to develop the skills needed to analyze and improve their business performance. The course explores managing non-market issues and non-market strategies for governmental and international business and “finds its disciplinary roots in economics, political science, and law, while also touching on sociology and psychology,” explains the school’s site.

The management and organizations department at Anderson features 24 faculty members and oversee courses in human resources management, organizational behavior, and leadership. Intended for prospective general managers and those looking to careers in personnel or consulting, courses within the management and organizations department focus on system effectiveness within companies, from small firms to large institutions. Classes in organizational behavior and leadership cover topics such as “Organizational Behavior” and “Individuals and Groups in Organizations.” Students interested in human resources might consider such courses as “Managing Human Resources” and “Labor Relations: Process and Law.”

Outside the classroom, students interested in general management can join the Management Consulting Association and/or the Strategy and Operations Management Association (both described in detail in the Consulting section) to benefit from the industry-related resources and events these groups offer.

An offshoot of the Management Consulting Association, the Anderson Strategy Group was founded in 2009 to provide Anderson students with the opportunity to work on strategy projects for area companies. Students must interview to be part of the group, and approximately 20 to 30 members—from both the full- and part-time MBA programs—are active at any one time. Teams of five students work with a project manager to identify clients’ needs and to present findings. Since the group’s inception, students have worked with more than 20 clients on projects such as operations improvement in a local emergency room, a local microbrewery expansion strategy, and the development of a fundraising strategy for a local nonprofit.

Companies known to hire for general management positions that hired five or more Anderson students (internships and full-time roles) in 2016 include Amazon Inc. and Amgen Inc.

Health Care and Biotechnology

Although Anderson offers the UCLA/Johnson & Johnson Health Care Executive Program for “executives of community health centers and AIDS service organizations,” as the school’s Web site specifies, students in Anderson’s full-time MBA program who are interested in the fields of health care and biotechnology may have some difficulty finding courses specific to these industries. Instead, they may need to focus on other courses that will help them in their functional areas of interest or on general management courses that would be useful for any career path. Of Anderson’s 2016 graduates, 2.9% entered positions in the health care industry, down from 5.5% in 2015 and 3.1% in 2014.

The Healthcare Business Association (HBA) at UCLA Anderson, with a membership of more than 120 Full-Time MBA, Fully Employed MBA, and Executive MBA students, helps those interested in biotech, medical devices, pharmaceuticals, and health services management form industry connections and expertise through a series of speaker events, workshops, and roundtables. HBA also hosts an annual Career Night, which the club's Web site claims is one of the "biggest career events at Anderson." Other activities in recent years have included a job fair, a health forum, a "What Are My Options?" career panel, a Healthcare 101 "teach-in" luncheon, and Day on the Job trips to the Cedars-Sinai Medical Center and the UCLA Ronald Reagan Medical Center.

HBA hosted the third annual UCLA HBA Healthcare Conference in March 2017 with the theme "Caring for California: Visions of Value, Innovation, and Collaboration." The chief strategic innovation officer at Dignity Health, the senior vice president of product development at Illumina, and the CEO of the UCLA Hospital System delivered keynote speeches. Panel discussion topics ranged from "Precision Medicine" and "Digital Health" to "Value-Based Care" and "California's Health Exchanges: Where Do We Go from Here?" and featured representatives from such companies as Canary Health; Amgen Inc.; Dignity Health; and Anthem, Inc.

The second annual UCLA HBA Healthcare Conference was held in January 2016 with the theme "Innovations at a Crossroads: How the Intersections of Business, Technology, and Services Are Creating Disruptive Opportunities in Healthcare." The morning keynote was delivered by the chief information and innovation officer at the Martin Luther King, Jr. Community Hospital, and the founding director of the UCI Spine Center gave a lunch keynote speech. Panel discussions were narrowed down to three categories, Medical Technology, Payers and Providers, and Pharmaceutical, with topics ranging from "Healthcare Industry Disruption by Non-Traditional Players" to "Using Empathy to Spark Innovation in Health" and "Drug Pricing: Controlling Healthcare Costs." The 2015 conference, first of its kind, welcomed such keynote speakers as the chairman and CEO of XPRIZE Foundation and the president and CEO of the Cedars-Sinai Health System, while panel discussion topics included "Mobile Health," "Baby Boomer Silver Tsunami," and "Personalized Medicine."

The only company within this industry listed as having hired five or more Anderson MBAs in 2016 is Amgen Inc. However, other health care industry organizations that hired at least one Anderson student (for an internship or full-time position) in the past year include Genentech, Inc.; Landmark Health; Athenahealth, Inc.; United Health Group; and Medtronic, Inc.

International Business

A full 9.8% of Anderson's Class of 2016 (up from 4.4% in 2015, 7.8% in 2014, and 7.9% in 2013) accepted jobs outside the United States, and international students make up 38% of the Class of 2018 (44 countries are represented in the school's student body). Anderson might not be as well known globally as some other highly ranked U.S. business schools, but it has invested in the development of resources dedicated to international business.

As part of its curriculum revisions, Anderson offers a specialization in Global Management designed to “allow students to customize their academic preparation in the area of global management and business and demonstrate that they have emerged from UCLA Anderson with a global management mindset,” explains the offering’s Web page. The Global Management specialization includes the mandatory course “The Global Macroeconomy” in addition to three other required courses from a list of more than 30 electives, including “International Business Economics,” “Global Operations Strategy,” “International Business Management,” and “Business Strategy in Emerging Markets.” Students specializing in Global Management must also complete an Immersion Experience, chosen from four options: a Global Immersion course, an international AMR project, or an international internship.

The final requirement of the Specialization in Global Management is to attend five events that are part of the Global Management Speaker and Lecture Series and complete a one- to two-page write-up of each event within one month of its occurrence. The speaker and lecture series is coordinated by Anderson’s Center for Global Management (CGM), a privately funded organization that states its mission as “to instill in students the necessary global, social, intellectual and psychological competencies necessary to become well-rounded global citizens.” Each year, CGM hosts a variety of presentations and events focused on international business issues.

During the 2016–2017 academic year, the Global Management Speaker and Lecture Series offered a discussion titled “Chile, the United States and Asia” with the ambassador of Chile to the United States. Events in 2015–2016 included a presentation on “Hosting, Operating, and Managing the Biggest Sporting Event on the Planet” with the president of the Los Angeles 1984 Olympic Games Organizing Committee and the deputy CEO of the Rio 2016 Organizing Committee. In 2014–2015, topics included “Whither the World: The Political Economy of the Future” by the former finance minister and deputy prime minister of Poland, as well as a talk on “Government in Business: Friend or Foe?” with a former Singapore cabinet minister. In 2013–2014, the series included a presentation on “Treasury’s War: The Unleashing of a New Era of Financial Warfare” with a senior advisor from the Center for Strategic and International Studies, “Turkey’s Key Growth Sectors” with the deputy prime minister of Turkey, and “The Future of the Asian Economy and the United States: Challenges and Opportunities” with the chairman/CEO of the Institute for Global Economics.

CGM also helps Anderson’s cultural affinity business associations—namely, the South Asian Business Association, the Latin American Business Association (LABA), the International Business Association, and the Japan America Business Association—organize their respective annual conferences and symposiums. The March 2017 LABA Conference was themed “Latin America: From Uncertainty to Opportunity” and delivering the event’s keynote address was a former president of Colombia. The daylong conference featured four panel discussions: “Latin America: The Region’s Economic Landscape and Importance of Sustainable and Inclusive Growth,” “Latin America: A Rising Star on the Global Media and Entertainment Stage,” and “Latin America: Innovative Strategies to Reignite the Region’s Growth.” The conference concluded with a networking reception.

The March 2016 LABA Conference was themed “Surging as the Next Business Frontier,” and the keynote address was given by a former chairman and CEO of Mattel, Inc. Four panel discussions covered “The Opening Up of Latin

America: The Importance of Intra-Regional Trade and Global Cooperation to Latin America's Future," "Latin America's Social Transformation and the Changing Media and Entertainment Landscape," "Diversification Beyond Commodities: The Role of Technology and Innovation to Latin America's Future," and "The Relationship Between Latin America and Los Angeles: The Getaway to the Pacific Rim." A networking reception concluded the day's events. In 2015, the conference had as its theme "Latin America: Leadership, Society, and Globalization" and welcomed the ambassador of the United States to Brazil as its keynote speaker. Three panels examined the topics "Society: Why the Middle Class Matters," "Globalization: Growth Beyond Commodities," and "Leadership: The Role of Women."

Additional identity groups exist at Anderson that may assist students in broadening their cultural understanding in ways that could help them in their careers post-graduation, including Black Business Students Association, the Jewish Business Students Association, and the Latino Management Student Association. Each group hosts relevant cultural, social, and career events for its members.

MBA candidates interested in working in China will benefit from the school's Greater China Business Association, which connects alumni with students interested in pursuing business and job opportunities in that country. Since 2007, the club has co-hosted the annual Wilbur K. Woo Greater China Business Conference with the Harold and Pauline Price Center for Entrepreneurial Studies. At this conference, academics, students, and professionals come together to discuss China's role in the global economy.

The April 2017 Wilbur K. Woo Greater China Business Conference explored the theme "A New Chapter for U.S.-China Relations: Investment, Growth Strategies and Collaboration Opportunities." Via two plenary sessions, attendees delved into the topics "Media and Entertainment: Connecting the U.S. and China through Capital, Culture, and Innovation" and "U.S.-China Relations: Innovation, Competition, and Collaboration: The Evolving U.S.-China Relationship." In addition, four panel discussions examined such issues as "China: A Macro Overview and Business Perspective," "Successful Cross-Border Partnerships: How to Make it Happen," and "Cross Border Investment: Trends, Investment Patterns, and Opportunities for China and the United States." The event also featured a career panel discussion with past conference directors and a concluding networking reception.

The April 2016 Wilbur K. Woo Greater China Business Conference was themed "Ten Year On—Innovation, Competition and Collaboration: The Evolving U.S.-China Relationship." There were two plenary sessions: "Media and Entertainment: Deepening Ties Between the U.S. and China and Connecting the Two Markets" and "Real Estate: Drivers, Challenges and Strategies of Surging Chinese Investments in U.S. Real Estate Markets." There were also six panel discussions, which covered such topics as "Healthcare: Growth Strategies and New Opportunities for Collaboration in the Healthcare Sector" and "Innovation: Embracing Innovation to Shape the Path Forward." Attendees were also offered a career panel discussion with past conference directors and a concluding networking reception.

With the theme "U.S.-China: Economic Ties, Growth Strategies, and Investment Opportunities," the 2015 conference welcomed California State Controller John Chiang as its keynote speaker. Two plenary sessions focused on "China's Surging Investment and Development in the U.S. Real Estate Market: Opportunities, Risks, and Diversi-

fied Strategies” and “Innovation: A Two-Way Interchange Between the United States and China,” while concurrent panel discussions addressed such topics as “Trends and Effective Investment Financing Strategies of Chinese Companies Entering the U.S. Market,” “A New Era of Collaboration for the U.S.-China Agricultural Sector,” and “Developing Effective and Successful Finance and Tax Strategies to Enter and Grow in China.” Panelists represented such companies as StepStone Global, Cathay Bank, and PricewaterhouseCoopers.

The Greater China Business Association also hosts a Day on the Job in Hong Kong Series, for which students travel to Hong Kong (during winter break) to visit major corporations and financial services firms; the trip helps students who are unfamiliar with Hong Kong to gain an understanding of the country’s corporate culture, and a Day on the Job in Shanghai.

Companies that hired Anderson students for positions outside the United States in 2016 include Mercado Libre, Tencent Holdings Ltd., Cemex, Citigroup Inc., Morgan Stanley, and Terrafondo Capital.

Marketing

Marketing appears to be a popular choice for Anderson students. In fact, in 2016, it was the third most popular functional area for the school’s graduates. A full 24.4% of the Class of 2016 (down from 28.2% in 2015 and 31.8% in 2014) took jobs with a marketing or sales function—10.5% in product management, 6.8% in brand management, 2.5% in other marketing services, 2.5% in sales and account management, 1.4% in merchandizing/retail marketing, and 0.7% in marketing analytics. The school’s marketing department includes 24 professors teaching 14 elective courses, and Marketing is one of the professional tracks available to students. In addition to the “Marketing Management” course that all Anderson students must take at some point, classes offered as part of the Marketing track include “Marketing Management II: Market Assessment,” “Consumer Behavior,” “Brand Management,” “One-to-One Marketing,” and “Product Management.”

Those interested in learning more about the school’s marketing classes can watch video introductions to many of the courses by the professors who teach them. These videos are available to both current and prospective students via the UCLA Marketing Courses Web site (www.anderson.ucla.edu/faculty-and-research/marketing/courses). One course that stood out to mbaMission is Randy Bucklin’s “Management in the Distribution Channel,” which centers on MarkStrat, a weekly competitive game involving teams of four to five students. The competition centers on two products for which the teams must determine all the elements of the marketing mix, including distribution and pricing. The competition runs for seven weeks, representing seven years of competition, and at the end of the course, the participating students must write a report describing what they learned from their successes and failures along the way.

The Anderson Marketing Association student club offers a Fall Career Night, which have welcomed representatives from such companies as Mattel, Toyota, Taco Bell, Yahoo!, Clorox, and General Mills. The club also sponsors Days on the Job and corporate presentations and panels in addition to hosting career and interviewing workshops.

Nestlé USA, Mattel Inc., General Mills, and Nike Inc.—which all hired Anderson students in recent years—frequently recruit new MBAs for entry-level brand management positions.

Nonprofit/Social Entrepreneurship

Of Anderson’s Class of 2016, 1.1% accepted positions in the nonprofit, government, and social enterprises (1.1% in 2016 and 2.7% in 2014, although the figure was marked as education, nonprofit, and government industries in these years). Students interested in social entrepreneurship or the nonprofit sector should consider joining the Anderson chapter of Net Impact, a national student club that strives to support a network of leaders who are “using the power of business to make a positive net social, environmental, and economic impact,” states the group’s site. However, according to a former president of the more than 200-member-strong Net Impact Club we interviewed, the club’s focus is really environmental, and “even though there’s a lot of energy for other things, there isn’t the infrastructure to support the other social causes.” She cited that although Anderson offers classes on environmental issues and a certificate in sustainable leadership, no equivalent resources are available for students interested in other social areas, such as education or health care.

In the past, Anderson has offered such courses as “Social Entrepreneurship” (taught by Jonathan Greenblatt, founder of Ethos Water), “Designing Urban School Systems,” “Business and the Environment,” “Law and Management of Nonprofits,” and “Ethical Considerations in Business,” but a second year we interviewed indicated that although she “tried to take as many CSR [corporate social responsibility] classes as possible, Anderson doesn’t offer too many, unfortunately.”

Anderson students with a particular interest in social entrepreneurship can also take advantage of several programs open to the larger UCLA community. For one, the Leaders in Sustainability (LiS) certificate program allows students to take courses at different graduate schools within the university network to address issues of environmental sustainability in an interdisciplinary manner. Students must apply to the certificate program, which generally has nearly 200 participants or more from graduate programs across the university. In 2010, the University of South Carolina’s Moore School of Business awarded Anderson the Page Prize for Sustainability Issues in Business Curricula—presented to schools that expose business students to current environmental challenges—for its LiS certificate program.

To receive the LiS certificate in addition to their MBA degree, students in the LiS program must take four specified classes, including “Leaders in Sustainability” and three other sustainability-related classes, at least one of which must be taught outside the students’ primary graduate school. According to a LiS program administrator we interviewed, LiS courses can be incorporated into students’ electives so that the students do not have to take more courses than their classmates to graduate. In total, the greater university offers more than 50 sustainability-related classes from which Anderson students may choose, ranging from “Transportation and Environmental Issues” to “Land Use” to “Built Environment and Health.” In addition to completing the program’s required four

courses, LiS students must complete a project related to sustainability and may do so individually or as part of a team with students from at least two other graduate schools within the university.

Students interested in environmental issues can meet like-minded students and faculty from across UCLA and can benefit from the research conducted at the Institute of the Environment and Sustainability and its 12 centers and initiatives:

- California Center for Sustainable Communities at UCLA
- Center for Clean Air (previously known as the Center for Air Pollution and Exposure)
- Center for Climate Science
- Center for Corporate Environmental Performance
- Center for Tropical Research
- Coastal Center
- Congo Basin Institute
- Laboratory for Environmental Narrative Strategies
- Santa Monica Mountains Research Stations
- UCLA La Kretz Center for California Conservation Science
- UC White Mountain Research Center
- Water Resources Group

In an interview with a first-year student, mbaMission learned that UCLA has hired a sustainability coordinator and plans to ensure that all new campus buildings and renovations are Silver LEED certified or higher. In addition, Anderson established positions for two sustainability chairs in each first-year section and one for second-year students to work on issues of sustainability, such as establishing composting processes and a community-sponsored agricultural program in which members of the Anderson community can purchase produce from local farmers on a weekly, biweekly, or monthly basis.

The tenth annual Anderson Net Impact Consulting Challenge took place in 2015 and featured 25 teams of students pursuing consulting and nonprofit careers. The teams worked for approximately two weeks with 25 local nonprofits, making recommendations that address specific problems the organizations were facing. Teams were then judged on general criteria regarding their performance, including how well each group analyzed the issues its respective nonprofit was facing, the recommendations the team developed for the nonprofits, how feasible the recommendations were to implement, and the overall quality of the team's presentations.

Judges for the Anderson Net Impact Consulting Challenge have included executives from Ethos Water, Bain & Company, DonorsChoose.org, and the Annenberg Foundation. The challenge's top three teams receive cash prizes (\$5,000 for first, \$3,000 for second, and \$2,000 for third) from Anderson's Price Center for Entrepreneurship. Participants have consulted for such organizations as the American Red Cross Los Angeles Region, Breakaway Education, the Disability Rights Legal Center, The Museum of the San Fernando Valley, the Violence Intervention

Program, the Los Angeles Center for Law and Justice, the Mary Magdalene Project, and EVO Farms. A second-year student and former Net Impact Club president we interviewed explained that through the challenge, students have the opportunity to “apply the skills they’ve learned in the classroom” and that nonprofits that “don’t have other consultants doing this work for them” benefit “big time.” She summed up by saying, “It’s an event that the students really love and the community really loves.”

Real Estate

Although Anderson offers just nine dedicated real estate electives and only 3.3% of the school’s 2016 graduates accepted positions in the real estate industry (3.7% in 2015 and 2014), students and alumni with whom mbaMission spoke seem to feel that this is a field in which Anderson has much to offer aspiring MBAs. In fact, a first-year student with whom we spoke reported that he chose Anderson specifically because of its real estate offerings. “I feel that the program has and will continue to prepare me [for this industry],” he said. “There are many resources to take advantage of.” Students pursuing Anderson’s real estate specialization may choose to complete the Real Estate Certificate Program, which, explains the school’s Web site, “provides students with conceptual and market frameworks, business methodologies and skill-sets, and institutional, legal, and regulatory knowledge pertinent to placement in this field.”

A second-year schedule for a student pursuing a real estate specialization might include “Urban Real Estate Finance and Investments,” “Real Estate Economics, Capital Markets, and Securitization,” “Advanced Cases in Real Estate Entrepreneurship,” and “Advanced Cases in Real Estate Investment.” One elective offered in this area—“Cases in Real Estate Investments”—is taught by Eric Sussman, an award-winning professor and student favorite (see the Notable Professors and Unsung Heroes section). Students interested in real estate can also consider pursuing a real estate-related AMR project.

The Anderson Real Estate Association (AREA) student club and the Richard S. Ziman Center for Real Estate together provide a wealth of resources for aspiring MBAs hoping to pursue a career in this field. A first-year member we interviewed praised the “great access to business leaders and networking events” the club offers. AREA events in 2016 included workshops, industry career nights, and networking opportunities.

AREA also organizes Day on the Job events with a number of companies each year, such as Thomas Safran & Associates and The Ratkovich Company (a Los Angeles-based property management company), during which students visit the company to learn more about it and about the industry in general. In addition, AREA regularly hosts panels that feature alumni discussing their jobs in the field of real estate.

AREA’s “Real Estate 101” workshops are conducted by second-year students or alumni working in real estate and cover topics such as the state of the global real estate market, land acquisition, urban fill-in development, and even purchasing a home. Other AREA events have included field trips to local commercial developments, such as the Staples Center and the Hollywood & Vine residential developments.

AREA hosts an annual Industry Career Night at which students can network with representatives from more than 100 companies, which have included Colony Capital, CB Richard Ellis, Wells Fargo, The Ratkovich Company, Kennedy Wilson, Lowe Enterprises, the Kor Group, AIG, and Douglas Emmett. The 2017 event featured the CEO, president, and chairman of the board of directors at Hudson Pacific Properties as the keynote speaker, while the founder, CEO, and president of TruAmerica delivered the keynote at the 2016 Industry Career Night. At the 2015 event, the co-founder and CEO of Realty Mogul served as the keynote speaker. In addition to a keynote address by the CEO of the Laurus Corporation, the 2014 event featured a cocktail reception and several roundtable discussions.

Founded in 2002, the Richard S. Ziman Center for Real Estate is a joint center with Anderson and the UCLA School of Law. The center conducts research and runs professional education programs for students and practitioners in the field of real estate, such as the Ziman Center Real Estate Mentor Program, which pairs students with real estate professionals who share their work experience and offer advice. In the late winter, the Ziman Center sponsors a student-organized Real Estate Career Night that brings together Anderson students and recruiters from real estate companies interested in hiring. In the past, these companies have included American Realty Advisors, Cushman & Wakefield, Colony Capital, JPMorgan Mortgage Capital, Wells Fargo, and Trammell Crow.

Throughout the academic year, the Ziman Center also organizes lunchtime research seminars at which faculty members from UCLA and other institutions present their real estate-related research. In addition, through the Faculty Research Fellows Program, the center supports faculty research in the fields of real estate finance, urban and regional economics, urban public policy, and property law and theory.

Finally, the center sponsors a number of other speaker events, including the Real Estate Investment Round Table Discussion, which in 2016 was titled “Is 2016 the Last Squeeze for the Market?” and the Real Estate Law Association Speaker Series, which in recent years has explored such topics as “Stadium Development: The Practice of Large-Scale Land Use and Development” and “Using Your Law Degree in the Real Estate Industry.” Presentations in earlier years have included “Preserving History or Hindering Progress: The Effect of Historic Districts on Local Housing Markets in NYC,” “Using Your Law Degree in the Real Estate Industry,” “Appraisal 101: How to Value Real Estate,” and “The Fate of Redevelopment and Affordable Housing.” The center’s Dinners for Eight also provide an opportunity for a small group of students to spend time with a leading industry professional, such as the president of MJW Investments and the co-chief operating officer of Thomas Properties Group, Inc.

Each year, the Commercial Real Estate Development Association (formerly the National Association of Industrial and Office Properties) organizes a case competition between students at Anderson and those at the Marshall School of Business at the University of Southern California (USC). In this competition, teams of four to five students must determine the best use for an existing real estate project. At the 2016 competition, contestants worked on a challenge concerning the redevelopment of unused land near the new LA Rams stadium in Inglewood, California, and the Anderson team eventually claimed the top spot. The USC Marshall team took home the top prize in 2015 in a challenge involving an inactive shopping mall in Hawthorne, California. Anderson claimed the award at the 2014 competition, which focused on the former *Los Angeles Times* printing facility in Orange County, California.

To allow Anderson students to participate in other real estate case challenges, such as the University of Texas McCombs School of Business National Real Estate Challenge and the University of North Carolina’s UNC Real Estate Development Challenge, the Ziman Center covers participants’ travel and entrance fees.

Firms that recently hired at least one Anderson MBA student include CBRE Group, Karlin Real Estate, MIG Real Estate, Brookfield Office Properties, Decron Properties, Irvine Company, and Terreno Realty.

Notable Professors and Unsung Heroes

William S. Cockrum (www.anderson.ucla.edu/faculty/finance/faculty/cockrum): William “Bill” Cockrum is the recipient of numerous teaching awards—including the Teaching Excellence Award from Anderson’s second-year students in 1998 and 2002—and has become a kind of legend for the case-study entrepreneurial financing course he teaches. He has taught more than 7,000 students at Anderson and was even recognized as the top entrepreneurship professor in the nation in a 1996 *BusinessWeek* (now *Bloomberg Businessweek*) survey. In 2013, Cockrum donated \$5M to Anderson, with \$4M earmarked for fellowships for entrepreneurial students and \$1M for fellowships for finance students. Cockrum “has taught generations of students who remain grateful to him for his keen industry insights and dedication as an educator,” Dean Judy Olian commented in a UCLA Newsroom article about the gift.

George T. Geis (www.anderson.ucla.edu/faculty-and-research/strategy/faculty/geis): George Geis has been voted Outstanding Teacher of the Year five times while at Anderson, most recently in 2012, and serves as faculty director of the school’s Mergers and Acquisitions Executive Program. Geis is also the editor of a Web site that provides analysis of mergers and acquisitions deals in technology, media, and communications (www.trivergence.com) and writes a mergers and acquisitions blog (<http://maprofessor.blogspot.com>). One recent alumnus described him to mbaMission as an experienced investor and a funny and credible guy. He added that he had very much enjoyed the guest speakers Geis brought to class, as well as the strategic analysis of the board game industry, covered in a case discussion about the board game Trivial Pursuit.

Jenessa Shapiro (www.anderson.ucla.edu/faculty/management-and-organizations/faculty/shapiro): One of the younger members of Anderson’s management and organizations faculty, Jenessa Shapiro has already established herself as a favorite among the program’s students. *Poets&Quants* named Shapiro one of their “Best 40 Under 40” professors in 2016 and in 2013, Shapiro was the recipient of both the UCLA Anderson George Robbins Assistant Professor Teaching Award and the Eric and “E” Juline Faculty Excellence in Research Award. One first year described her “Organizational Behavior” course to us at mbaMission as “always engaging,” while another first-year student declared, “Jenessa Shapiro is *amazing*.” In addition to acclaim from students, Shapiro has received support from the National Science Foundation, the National Institute of Mental Health, and the Society for the Psychological Study of Social Issues for her research, which focuses on various forms of discrimination at the organizational level.

Sanjay Sood (www.anderson.ucla.edu/faculty/marketing/faculty/sood): Sanjay Sood is a professor of marketing and the faculty director of MEMES at Anderson. An ad hoc reviewer for the *Journal of Marketing Research* and the *Journal of Consumer Research*, Sood researches marketing management, brand management, advertising, and consumer behavior. He received his PhD in marketing from Stanford's Graduate School of Business in 1999 and was later recognized as an MSI Young Marketing Scholar in 2003. A second-year student we interviewed said Sood brings "a lot of practical experience to the classroom" and uses connections from his work with Procter & Gamble to enhance his classes. In 2010, Sood was selected by his fellow faculty members to receive the school's Niedorf "Decade" Teaching Award, which is presented to professors who exhibit "exemplary teaching over a period of seven to ten years." Five years earlier, he received a Citibank Teaching Award, also determined by fellow faculty members.

Eric Sussman (www.anderson.ucla.edu/faculty/accounting/faculty/sussman): Eric Sussman is a senior lecturer in Anderson's accounting department and also serves as president of Amber Capital, a real estate investment company. He has been voted Teacher of the Year 13 times by Anderson students and received the Citibank Teaching Award in 1998 and the Neidorf Decade Teaching Award in 2008—both honors decided by a faculty committee. In addition, in 2009, Sussman won the Teaching Excellence Award in the full-time MBA program, which is decided by a vote of second-year students. In 2015, he received the University-Wide Distinguished Teacher Award. Sussman has also been recognized by *Bloomberg Businessweek* as one of Anderson's Outstanding Faculty members each year since 1996, and in 2011, the publication named Sussman one of the Top Ten Most Popular Business School Professors.

In addition to his work in the classroom, Sussman created Insight FSA, a software tool that measures and evaluates the financial accounting and corporate reporting risk for public companies via Edgar Online. A second-year student blogger at Anderson described Sussman in a 2010 post as "one of what I call the five rock-star professors here," and a first year we interviewed stated that Sussman "has an outstanding reputation at the school." An alumnus we spoke with who had taken Sussman's "Corporate Financial Reporting" agreed: "[Sussman is] probably the best professor at Anderson in my eyes and to a lot of other students," the alumnus said, continuing, "Professor Sussman is also incredibly flexible when it comes to helping students. If you need the help, he will find a way to make time for you no matter your level. He truly was a passionate practitioner who invested so much in the students and school. People like him make Anderson exceptional."

Miguel M. Unzueta (www.anderson.ucla.edu/faculty-and-research/management-and-organizations/faculty/unzueta): Named one of "The Best 40 B-School Profs Under the Age of 40" by *Poets&Quants*, Miguel Unzueta produces research in organizational behavior that focuses on perceptions of justice—specifically, how dominant groups perceive such issues as racism, equality, affirmative action, and diversity. His "Organizational Behavior" course, part of Anderson's core curriculum, won him the school's 2010 George Robbins Assistant Professor Teaching Award. In 2012, Anderson awarded him the Eric and "E" Juline Faculty Excellence in Research Award. In addition to teaching, Unzueta serves as faculty director of the UCLA/Johnson & Johnson Management Development Institute. A student from the Class of 2011 quoted by *Poets&Quants* said that Unzueta "turns something that seems completely unrelated to business, i.e., psychology, and provides direct applications to managerial concepts. More than any other MBA course,

Professor Unzueta’s class really taught me something about myself and the type of leader I’d like to become.”

Social/Community Life

Given its location in the midst of a thriving metropolis, and with access to the heart of the entertainment industry and to numerous opportunities for outdoor recreation, Anderson offers plenty of ways to stay busy outside the classroom. Despite this, we learned in speaking with students that not all of Anderson’s aspiring MBAs take advantage of these offerings. One first-year student we interviewed lamented, “A lot of my classmates are doing nothing beyond attending class. They just don’t get that they need to do more to get the full value of Anderson. By failing to be involved, they are wasting opportunities, literally every day.” However, we certainly found no shortage of events and organizations that could help students balance their coursework with some entertainment and social interaction.

Anderson Afternoons/Beer Busts: Every Thursday, students meet up in the afternoon after class for “Anderson Afternoons,” more commonly known as “Beer Busts,” to enjoy wine, beer, and food. Some Beer Busts are themed. One of the most popular Beer Busts is reportedly the International Beer Bust, for which participating students wear clothing from their native country. Each Beer Bust is sponsored by a different company, which sends representatives to campus to mingle with students at the event, making the afternoon get-together a casual networking opportunity as well as a social gathering with others in the Anderson community. As a first year we interviewed noted, students can “network with classmates, alumni, and recruiters all at once.”

Anderson Charity Fashion Show: In November 2016, the Retail Management Association, a student organization, presented the 16th biennial Anderson Charity Fashion Show—called AnderGLAM—with the theme “La La Land.” The show was originally created to showcase the “distinct style of Los Angeles” and has grown in popularity, now attracting international designers and as many as 400 audience members each year. MBA students (and professors!) take to the catwalk as models, and reportedly, even Dean Olian participates in the event. In recent years, the fashion show has featured such designers as GUESS, LaRok, Shoshanna, Tadashi, and David Meister, raising thousands of dollars for several nonprofit organizations, including the Special Olympics. In recent years, the events have benefitted Dress for Success Los Angeles, a nonprofit that provides professional attire to disadvantaged women, and both shows included a rooftop cocktail party and open bar.

Anderson Ski Trip: Each year, more than 150 first-year students and a handful of second years participate in an annual ski and snowboarding trip at the end of winter quarter. “It’s a great way for students to unwind, hit the slopes, and socialize without any academic-related worries,” explains the school’s Web site. The trip destination in 2015 and 2013 was Steamboat Springs, Colorado, where students spent five days both on the slopes and relaxing at bars and restaurants downtown. “We had over 175 attendees last year, making this is one of the most anticipated events of the year,” the 2015 event invitation boasted. In 2014, the trip took students to Park City, Utah. “It was a great way to experience winter weather (which people can sometimes miss living in Southern California) while

hanging out with some of the best people,” a second-year student wrote about the 2014 trip on Anderson’s The MBA Student Voice blog. For those not keen on skiing, the 2015 trip offered such activities as snowshoeing, snowmobiling, and trips to the nearby Strawberry Park Hot Springs.

Challenge for Charity (C4C): C4C, reportedly the largest charitable organization at Anderson, is an annual fundraiser that brings students from nine business schools across the West Coast to the campus of Stanford University to compete in a series of sporting events and trivia quizzes over a two- or three-day period in the spring to raise money for selected national and local nonprofit organizations. During the academic year, students at the participating schools earn points for each hour of volunteer work they complete. Then, those students who have committed a minimum of six hours of C4C service are eligible to compete in the springtime event for the chance to win bragging rights and the coveted Golden Briefcase. “[The C4C is] a cool thing to do,” a recent alumnus told in an interview. “You bring in a lot of money for good causes, and at the same time, you get exposure to so many other schools and students and just have a heck of a time for a few days,” they said.

In 2017, the Anderson fundraiser featured a 5K race, a Casino Night, and a talent show. In recent years, the overall event has raised as much as \$100,000 each year and accounted for more than 5,000 volunteer hours for such organizations as the Special Olympics, Junior Achievement, and Project ECHO. Since its inception, the organization has donated more than \$8 million to charity.

Lit Club: Each Wednesday night, Anderson students get together at a different bar near campus for drinks and student performances as part of “Lit Club,” short for “Literary Club.” The name is ironic, because the student performances are not actually literary, but rather are short, tongue-in-cheek readings. According to an Anderson alumnus, the readings, written and delivered by students known as “librarians,” usually cover funny events that took place at Anderson during the week and are sometimes accompanied by a slide show.

Tour de Strand: Its name a nod to the famous Tour de France, the Tour de Strand is an annual 14-mile bicycle ride/pub crawl from Santa Monica to Hermosa Beach along the Strand, which is a 22-mile, paved bicycle path that runs (mostly) along the Pacific Ocean. Described to mbaMission by several people we interviewed as a true Anderson tradition, this event is held in the spring and typically includes 50–75 participants, some of whom make the trip on rollerblades. Bike rentals are available for students, partners, and friends to embark on the journey, which is punctuated every few miles with visits to bars. An Anderson alumnus we interviewed said that some alumni who remain in the Los Angeles area join in the tour as well.

Academic Summary

Curriculum: The MBA experience at Anderson begins with three classes, including “Leadership Foundations.” As part of this class, faculty lead case discussions to introduce students to the case method so that they are prepared for classes that use this teaching method.

In 2011, Anderson introduced a “track” system, wherein incoming first-year students have the option of taking core classes in the sequence they feel is best for preparing them for their desired summer internships. Students can choose from two career tracks: Marketing and Finance.

Anderson’s core curriculum includes required classes in all three quarters of the first year, but students are permitted to take one or two elective courses starting in the winter quarter of the first year. The first-year curriculum is as follows:

Orientation

- “Financial Accounting”
- “Leadership Foundations”
- “Organizational Behavior”

Fall Quarter

- “Data and Decisions”
- “Foundations of Finance” OR “Marketing Management” (depending on student’s track)
- “Managerial Economics”

Winter Quarter

- “Business Strategy”
- “Foundations of Finance” OR “Marketing Management” (depending on student’s track)
- “Operations Technology Management”

Spring Quarter

- “Communication for Leaders” (part one)
- Two electives

During their second year, students may choose to delve deeper into their preferred subjects by pursuing one or more specializations.

In their second year, students must also complete a 20-week Applied Management Research project, wherein they partner with top organizations around the world to solve a key strategic issue, launch their own company, or analyze a strategic issue facing an entire industry.

Grade Disclosure Policy: Students are permitted to share their grades with corporate recruiters.

Majors: Anderson does not offer traditional majors, though it does offer areas of possible specialization, as follows:

- Accounting
- Brand Management

- Consulting
- Corporate Finance
- Easton Technology Leadership
- Entertainment
- Entrepreneurship
- Executive Development
- Global Management
- Healthcare Management
- Kayne Investment Management
- Leaders in Sustainability
- Marketing Analytics
- Real Estate
- Social Impact

Research Centers:

- Center for Global Management
- Center for Managing Enterprises in Media, Entertainment, and Sports
- Easton Technology Management Center
- Harold and Pauline Price Center for Entrepreneurial Studies
- Laurence and Lori Fink Center for Finance and Investments
- Richard S. Ziman Center for Real Estate
- UCLA Anderson Forecast

Teaching Method: Anderson faculty members do not employ just one teaching methodology (case method or lecture). Professors select the format that best fits the subject matter being conveyed. Courses may involve lectures, group projects, interactive games, cases, and applied projects, including the required 20-week Applied Management Research project.

Admissions Basics

Note: Any specifics discussed in this section related to application requirements were valid for the 2016–2017 admissions season (unless otherwise noted). Be aware that requirements for any subsequent admissions cycles may differ. Always check with the school directly to confirm all application details.

The Anderson Admissions Office provides an MBA Insider’s blog with admissions tips and news on school events, updated by members of the school’s admissions team several times each month (http://mbablogs.anderson.ucla.edu/mba_admissions/). In addition, the blog features guest posts from students so candidates can get an inside view of what life at Anderson is like. The Admissions Office is also available on both Facebook and Twitter.

Admissions Rounds: Anderson has three application rounds: one in October, one in January, and one in April. In response to a comment left on a 2010 admissions blog post, a member of the admissions staff noted, “I would say that UCLA Anderson is more liberal than many top business schools in the number of offers that may be extended in Round 3. It is true that Round 3 volume can be lighter than in previous rounds, but the actual volume is unpredictable. We reserve enough space to admit applicants who would have been admitted in previous rounds had they applied earlier. We maintain a heavy waitlist that gives us the flexibility.” Similarly, in a May 2014 post, another admissions staff member stated, “Knowing that we always have great candidates apply in the last round, we make sure we have room to admit these top applicants.”

GMAT/GPA Cutoffs: Anderson has no GMAT score or GPA cutoffs and stipulates no ideal score or average. For the Class of 2018, the middle-80% GPA range is reported to be 3.2–3.8, and the mid-80% GMAT range is reported to be 680–750, with the mean GMAT score being 715.

Word Limits: Candidates should follow all essay guidelines. As the Essays section of the Anderson Web site notes, “Length does not equal strength. A well-written short essay can have even more impact than a longer essay. Please try to respect the word limits indicated.”

International Quotas: Anderson does not stipulate any specific quotas by country or industry, but in recent years, international students have comprised roughly 30%–40% of each class. Student numbers by country fluctuate each year.

Unemployment/Layoffs: When contacted by mbaMission, a representative at the Anderson admissions office stated that unemployed applicants might consider explaining any extenuating circumstances, such as a layoff, in the optional essay.

Recommendations: Applicants must submit two letters of recommendation—one ideally from a direct supervisor. The admissions committee specifies that applicants can provide no more than one letter of recommendation and states on the Anderson Web site that recommendations from academic contacts, family, friends, or peers are discouraged. If an applicant cannot ask a direct supervisor for a letter of recommendation, the committee recommends that the applicant submit a recommendation from a different professional reference, such as a former manager or a client. The candidate can then use the optional essay to explain why someone other than his/her direct supervisor provided the recommendation.

Interviews: Interviews are by invitation only, are conducted both on and off campus via Skype, and are “blind,” meaning that the interviewer will not have read the candidate’s application before the interview. A 2014 post on the Anderson MBA Insider’s blog notes: “Remember there’s no preference for [on-campus vs. Skype], so utilize whichever one fits your needs best.” Further, the admissions Web site explains that the school’s interviews are “blind” to avoid the issue of bias.

Interviews are typically 30 minutes in length, and the Admissions Office states on the Anderson Web site that although no advanced preparation is required, candidates should take some time before the interview to think about their reasons for applying for an MBA, why they are a good fit for Anderson, their short- and long-term career goals, what they are passionate about, and how they spend their free time. Interviews may include behavioral questions, in which candidates are asked about specific projects or experiences and must detail what they accomplished or learned from them. “While there are many reasons for us to invite an applicant to interview,” explains an admissions staff member in a 2013 MBA Insider’s Blog post, “you have to remember that an interview is just a conversation. The purpose of the interview is to get to know you better, confirm that you are the person portrayed through your application, and gauge your fit for the program (as well as our fit in your future plans).”

The Waitlist: Once placed on the waitlist, an applicant will remain on the list through subsequent rounds until a final decision is made or the applicant requests that his/her name be withdrawn. Individual feedback cannot be offered to waitlisted applicants. Candidates may send updates to their application, such as an updated GMAT score or information about a promotion or awards, but the admissions committee notes on its blog, “Every interaction we have with you moving forward can be a data point on your file—make sure your interactions are targeted and value-added.” The committee also explains on the blog that it cannot gauge or predict the number of students who will ultimately be admitted off the waitlist. The number changes from year to year and depends on many factors, from the overall size and strength of the applicant pool to how many admitted candidates ultimately elect to enroll.

Financial Aid: Merit-based, two-year fellowships of varying amounts are awarded by the Anderson Fellowship Committee to first-year students based on the strength of their application. No separate application is required for these fellowships. Second-year students can apply for a limited number of fellowships that are awarded on the basis of their first-year grades in the Management Core courses as well as on their involvement in the Anderson community.

California residents pay lower tuition than do out-of-state students. Students qualify as California state residents if they have lived in the state for the previous 12 months, have the required documentation, and demonstrate an interest in remaining in the state after graduation. Applicants who attended high school in the state of California for at least three years may be able to qualify for in-state tuition.

Reapplicants: For Anderson, reapplicants are candidates who have submitted a complete application for either of the previous two academic years. These candidates must complete a new application and must provide only one new letter of recommendation and answer one required essay question. The admissions committee will refer to the previously submitted application and notes on the school’s Web site, “Highlighting progress made since the prior application is the best way to get a different result this time.” Reapplicants who applied more than two years earlier must submit a new, complete application.

University of California Los Angeles (Anderson) Essay Analysis, 2016–2017

The UCLA Anderson School of Management has been asking applicants about their short- and long-term goals for as long as we at mbaMission have been publishing essay analyses, but not until 2014 did the school incorporate its three defining principles into its essay question. Last year, Anderson tweaked the query to address candidates' goals for their time in the MBA program as well. The school does so again this season, having made no changes whatsoever to its lone essay question, leading us to assume that last year's prompt elicited the kind of application essays the admissions committee wants to see. Given that Anderson requires only the one essay—which is limited to 750 words, despite having to cover three distinct periods of an aspiring MBA's life—you must be sure to make the most of your interview, short-answer responses, recommendations, and resume to ensure that the school gets a full and well-rounded picture of you as a candidate. As for that essay, read on for our advice on how to best address the school's query.

Essay 1: We believe that the best results are achieved when you share success, think fearlessly and drive change. With this in mind, what are your goals at UCLA Anderson and in your short-term and long-term career? (750 words maximum)

Although you should view the first sentence of Anderson's essay prompt—which presents the school's defining principles of “share success, think fearlessly, drive change”—as informative, you actually do not need to write specifically about sharing success, thinking fearlessly, and/or driving change. These themes can be implied within and by the stories you share, and you can choose to allude to just one or two of the three qualities; you do not necessarily have to address all three.

As you write this essay, start by offering some personal or professional context—possibly some background information that connects in some way with the principles Anderson holds dear. Then, relate the values you have highlighted to your well-thought-out short- and long-term goals. Ideally, these goals will be ambitious but still realistic. Anderson does not need you to propose a new job that no one has ever imagined possible before; the admissions committee simply needs to understand that you have clearly envisioned *your* exciting path and that you own it.

With your career goals firmly stated and supported by the context you have offered, you can then delve into your goals for your time as an Anderson MBA student. For this part of the essay, you will certainly need to do some research into what the school has to offer, particularly with respect to what you feel you need to learn and experience to be successful both during business school and in your subsequent career. To craft a truly effective and convincing argument, you must have a nuanced understanding of the school's resources. Further, you will need to do more than merely list the relevant offerings and instead explain how they are integral to your growth and eventual success. You want to show not just what you will gain from your Anderson MBA experience but also how you will be an active participant at the school, all within the context (implicitly or explicitly) of the values it espouses.

Optional essay: The following essay is optional. No preference is given in the evaluation process to applicants who submit an optional essay. Please note that we only accept written essays.

Are there any extenuating circumstances in your profile about which the Admissions Committee should be aware? Please use your best judgment. (250 words maximum)

Here is your opportunity—if needed—to address any lingering questions that an admissions officer might have about your candidacy, such as a poor grade or overall GPA, a low GMAT score, or a gap in your work experience. Do not simply try to fill this space because you fear that not doing so would somehow count against you. And however tempted you might be, this is not the place to reuse a strong essay you wrote for another school or to offer an anecdote or two that you were unable to include in your required essay. However, if you truly feel that you must emphasize or explain something that would render your application incomplete if omitted, write a very brief piece on this key aspect of your profile. In our mbaMission Optional Essays Guide (www.mbamission.com/guides/?category=admissions), available through our online store, we offer detailed advice on when and how to take advantage of the optional essay (and provide multiple sample essays) to help you mitigate any problem areas in your profile.

Reapplicant essay: Please describe your career progress since you last applied and ways in which you have enhanced your candidacy. Include updates on short-term and long-term career goals, as well as your continued interest in UCLA Anderson. (750 words maximum)

Whether you have improved your academic record, received a promotion, begun a new and exciting project, increased your community involvement, or taken on some sort of personal challenge, the key to success with this essay is conveying a very deliberate path of achievement and forward momentum. Anderson wants to know that you have been actively striving to improve yourself and your profile, remain focused on your goals, and have seized available opportunities during the previous year, because an Anderson MBA is vital to you. The responses to this essay question will vary greatly from one candidate to the next, of course, because each person's needs and experiences differ. We are more than happy to provide one-on-one assistance with this highly personal essay to ensure that your efforts over the past year are presented in the best light possible.

B-School Insider Interview: Alumnus, UCLA Anderson, Class of 2015

January 2016

An ambitious individual who grew up in the west, this UCLA Anderson alumnus was always looking for ways to learn, see, and do more—he even started his own construction and landscaping business while still a teenager. Despite developing a keen interest in biology and economics while in undergrad, he returned to the construction industry out of college, having accepted a compelling management-level role that allowed him to travel the world and

oversee large projects. Eventually, though, his interest in exploring other options sparked his pursuit of a master's degree in business, and he ultimately enrolled at the UCLA (University of California, Los Angeles) Anderson School of Management.

mbaMission: What originally inspired you to attend business school?

Anderson Alumnus: I liked what I was doing, but there were limited opportunities within my industry, and I knew switching industries would be challenging. I thought business school was the best way to open up my options. I would have stayed in the industry that I was in [construction] had the right opportunity arisen, but I felt that I would have much better options long-term if I did something different for awhile. That was the way I was leaning. I knew that something different would be best for my long-term career, so I went in with that mentality.

mbaMission: And what led you to choose UCLA Anderson for your MBA? Did it ultimately match your expectations?

AA: It definitely did. I didn't know many people who had attended business school before I went to business school. One person I worked with had gone, but it was an exec ed [executive education] program, so a very different experience. I didn't know quite what to expect. I went in thinking it was going to be very academically rigorous, I guess kind of like undergrad but with bigger problems. Actually, when I was interviewing at Stanford, I told the main interviewer why I wanted to go to business school, and she said, "You're going to be in for the time of your life, and right now, you have no idea what to expect."

That kind of helped me understand what business school would be like. So I went in expecting to have a pretty life-altering experience that would take me so many places, not just in my career but everywhere else in my life. And I did have that. One big reason I chose Anderson is location. I've been out west, I love the weather, I grew up in Montana and spent a lot of time in Utah, and I was sick and tired of the snow and that lifestyle, and I just wanted to go enjoy my life for a few years be able to stay somewhere I like after business school. So that was a big thing. I looked for schools where I would be able to work in and around the area. I think 70% of UCLA grads stay in California once they graduate. So that was a big deal.

Another reason was culture and lifestyle. Every school says they have a great culture, and I'm sure they all have unique cultures and they're great in some senses, but UCLA just fit me unlike any other. It was a casual place where everyone was incredibly friendly, always willing to help, and it just had the feel of a community, so that really helped. I knew I was going to be going in for two years of intense work, so I wanted to make sure I would enjoy everything else around me while I was there. And UCLA definitely beat those expectations.

mbaMission: So what was living in the Los Angeles (LA) area like? One of the things we hear about Anderson is that students really need to have a car—you have to drive, you can't really get around otherwise. Is that true?

AA: Well, things in LA probably changed a lot when Uber and Lyft came out, the ride-sharing services. Most people at UCLA do have a car; I would say probably 80% or more. But most people also use Uber almost on a daily basis, especially going out at night. So during the day, getting to and from school, you use your car most of the time, but when you're going to activities, going to the beach, going elsewhere, fighting traffic, and trying to find parking, you don't want to deal with it. Uber is really cheap in LA, so it works.

Still, some people don't have cars. I guess if you choose student housing, Anderson is right off campus. It's still probably a 20-minute walk, because it's on the opposite end of campus, but it's right there and quite affordable, from what I understand. I have friends who lived there. It was very affordable, and you have a pretty good community of students there. A lot of them are international students. You can live close to campus is what I'm saying. Westwood is where I lived my first year, which is the city the campus is in. I still drove to school every day, because it was a half-hour walk versus a ten-minute drive. But most students live in Brentwood first year, and a lot of them rotate out to San Monica second year. They do that for the lifestyle.

I think if you're willing to sacrifice having to get in your car and drive to and from school when you go, you're able to live by the hot spots in LA. There's a lot of night life in Brentwood and Santa Monica; you obviously have the beach, you've got so much to do during the day, or you can just get out and bike anywhere. Your first two quarters at Anderson are pretty tough, because you're on campus so much that you do need a car, but after that, you have enough flexibility to where you're only going [to campus] maybe three days a week, so you can ride with other people. And having a bike is probably important beyond that to enjoy the time during the day.

mbaMission: Sure. Does the school provide any parking?

AA: Grad students at UCLA get priority with parking permits. You're not guaranteed a permit, I don't believe, but I never had an issue. As long as you follow the requirements they have to apply by certain dates, then I've never heard of anyone not getting parking. If you forget and then you have to go back, it's difficult, but Student Affairs at Anderson is phenomenal. If you need something and you don't have it, they will do anything and everything they can to get it for you. They work with the parking office and the students a lot to help overcome that.

mbaMission: That's good to hear. What would you say was the most surprising thing you encountered during your MBA experience?

AA: There was a lot that was eye-opening. I guess it was just the impressive level that everyone in the program is at. In undergrad, you have such a diverse group of people, where some are exceptionally talented and some are less talented naturally. At Anderson, you didn't have that much of a dichotomy. Everyone is incredibly talented and is more than capable of doing almost any job you'd get coming out of business school. So you're surrounded by a community of people who enjoy life, have fun, and are incredibly talented when it comes to extracurriculars. I mean star basketball players, star athletes, things like that. But then they're also incredibly intelligent, good in the classroom, and professionally successful.

mbaMission: What were your thoughts on the core curriculum? Do you think that was a good approach?

AA: I liked it in the sense that it forced you to get out of your comfort zone a little bit and take classes you may not have taken otherwise, or at least for me. Accounting, statistics, finance, marketing, you get the whole breadth of everything, and I think it's good to get exposure to all that and see what you may have thought you liked but weren't sure, and then find some areas you didn't think you would like but fall in love with. I know quite a few people took marketing classes and decided they really liked that. Someone at Anderson was going into fashion and retail and then took some finance classes and fell in love with investment banking. Now she's at BAML [Bank of America Merrill Lynch] in New York. Just a complete 180. And so I think the core exposes us to things like that.

But it's not too heavy. What I like about Anderson is you're not forced into too many classes. You have to take a few core classes, and then there are some guiding segments you have to take, some of the upper division classes in certain areas, but you're given flexibility within that. I really liked being able to pick and choose within a larger pool.

mbaMission: Did you end up selecting a track?

AA: I didn't. I think the track is always touted in the literature, but to be honest, once you're inside, it becomes much less relevant, and I rarely knew of someone who was worried much about following the specific tracks, at least when I was there. It may have changed since last year, but no one really focused on it; it wasn't a huge thing. It just helped guide your first couple quarters, the way you take your classes. But beyond that, for electives, most people didn't pay a lot of attention to the tracks. I didn't.

mbaMission: So in your experience, people don't often go that route?

AA: Most people will take maybe three or four classes that are on the track recommendation list, and if you're close enough, you might as well finish it out. But people mainly go for the top classes. It's pretty clear at Anderson. There's a bidding system for courses, so everyone knows which classes are best, taught by the best professors, the most engaging, and that's what everyone shoots for. So you lose focus of the tracks very quickly and work on getting into the better classes.

mbaMission: Can you tell me about your AMR [Applied Management Research] project? Everyone has to do one, don't they?

AA: Yeah, you have a few other options, but I think the vast majority do AMR. You can do BCO [Business Creation Option], so if you actually have a start-up that has been vetted—you have to go through a class to get your business plan read and approved—then you can form a team that actually launches that start-up during school. And some teams do that. There's also a real estate team, which is really only one team of five students. They have an annual competition against USC [University of Southern California], and we tend to win that almost every year.

Anderson has phenomenal real estate faculty, so we do well there. And then there is AMR, which the vast majority of students do. I formed a team with two of my really close friends, who were also my roommates, plus two other women, and we got an international project working with a nonprofit organization based in the Pacific Islands.

It was an awesome project and really fun. The problem wasn't necessarily well defined, so it was a really ambiguous project, which I guess is helpful for the real world in the sense that you get out into these careers now, and you're handed a project that can go any different way. Having to manage that was interesting. It was a good process; it built teamwork, which was something that I had done a lot of, but rarely with people at that level. So you're working in teams with a lot of very intelligent people who often take very strong stances in their opinions. So you're balancing those personalities but also trying to figure out who has strengths in which areas. That was kind of the best aspect I pulled out of it, learning how to work in teams in that sense.

As far as strategy and implementation goes, we didn't really get to see any implementation from our recommendation. The strategy wasn't too complex. Essentially, they wanted to know whether they should open a trade office in the U.S., but then it went well beyond that. It was also how do we secure funding for this office, what strategy should we implement with this office, should we try to collect fees off what we're doing, or should we look just for donations from local governments? There's a lot of research needed to get to that point, but it wasn't that we were changing the organization's overall direction or strategy; it was pretty clear-cut what the options would be. All in all, I think AMR was a big growing experience for myself and most people in the program.

mbaMission: Did you do any traveling as part of your MBA experience?

AA: For my AMR, I did. Our team actually went down to Fiji and Samoa to do some primary research. And then we took a week after that and enjoyed some time on a private island in Fiji, just the five of us, which was cool. The school funds most of it, other than the personal time spent afterward, and then there are grants and organizations on campus, nonprofits within Anderson, that you can secure funding from to help pay for the trips. So it was a really cool experience that we didn't have to put much money out-of-pocket toward. That was the only thing I did as far as formal school travel for projects. I did a ton of travel with friends, just exploring the world while we were there, probably ten trips—a lot of them out of the country.

mbaMission: That's great. You've touched on this a little already, but how would describe or characterize your Anderson classmates?

AA: I would say as unselfish as you could find a lot of the time. Most of them are willing to help. I think that's one thing that is pretty unique at Anderson—when you're recruiting and doing that kind of stuff, I think a lot of other schools get pretty competitive; you hear those stories. At Anderson, I never *once* saw anyone doing something to harm anyone else or to make sure that *they* got an internship or a job or an interview at the expense of anyone else. When people got done with interviews, they'd come out and tell their friends how it went and help get their friends ready for interviews and things like that.

That was one really cool thing. Another was just a curious class. I mean, everyone wanted to learn what other people were doing, what they had done before school, how their internships went. We went to Europe, for instance, last summer and ended up staying with one of the guys from our program, with his family for a week in Italy. Everyone is more than willing to accommodate and do whatever they can in that sense, but people also want to explore everyone else's background and see what kind of people they are beyond the professional aspect. I came from a very different background, so people were quite curious. It was, "You built temples. Explain that." So, I talked to people about sourcing material, where we looked for different building products, and so on. Even with this random stuff, everyone wanted to learn. It was a fun experience to always be surrounded by such intellectually curious people.

mbaMission: Did you have any particularly standout professors or courses?

AA: I didn't do as well on the bidding system as I would have hoped. They publish each year what the prior year's results were, so you know what people bid [for different classes]. I used that a little too heavily as a guide, and for some reason, our class ended up bidding way more than the year above us. So I missed out on some classes I really wanted to take, but I had a few standouts; one of them I kind of lucked into. It was a really difficult class. A lot of work. And the professor is very demanding. But he's also probably the best professor at Anderson in my eyes and to a lot of other students. It was "Corporate Financial Reporting" with Eric Sussman as the professor. He just won, last year while we were there, a UCLA-wide award for teaching; he was one of UCLA's teachers of the year. He's won countless Anderson awards. He'd been an accountant by trade for a long time and worked for an accounting audit firm. And then he got into real estate. Now he's built out this real estate portfolio and a real estate management company and has done extremely well there.

My favorite thing about him is that he's not teaching for the money; he's teaching because he loves it, because he wants to educate these students and give back. I think he went to [Stanford] GSB for his grad school. The class was basically accounting on steroids. What you're doing is literally each week, taking a new company and picking apart its financial statements, analyzing them and looking for problems. So he'd pick companies that everyone was familiar with in the sense that they had heard the name before, but not everyone knew what had happened with the company. And he presents it, and you go through it, and he points out all these problems that could be leading to the demise of the company, and then toward the end, you find out what really happened. Half of them went bankrupt, and Sussman would basically go through the financial records for these companies for the five years leading up to their bankruptcy and show that there was a clear path.

It's fascinating. He's traded stocks quite a bit and has been very successful in that space, too, and I believe he also teaches an equity valuation course. So he's not just talking from a textbook or speaking from no experience; he practices what he preaches, and he does very well at it. So engaging, so passionate. I mean, seeing a teacher that genuinely does it not for the money but because they care—that was awesome. And if you were late, you'd have to buy snacks or treats or something for the entire class the next week—it's his way of politely saying, "I'm here taking my time. I'm showing you respect; you better respect everyone else by being on time." But he made it fun. Some professors could be jerks about this kind of thing, but Sussman made it fun and still accomplished what he needed.

That's kind of how his whole class was. Professor Sussman is also incredibly flexible when it comes to helping students. If you need the help, he will find a way to make time for you no matter your level. He truly was a passionate practitioner who invested so much in the students and school. People like him make Anderson exceptional.

mbaMission: Nice.

AA: Another one is Paul Habibi. Anderson somehow has a secret real estate program that is just phenomenal, and Habibi is part of that. He has a real estate company as well. At our real estate club events, those two [Sussman and Habibi] battle to see who has made the most money on deals, but in a fun way. They basically take good-natured digs at each other, like Habibi makes fun of Sussman for wearing his Joseph A. Banks buy-one-get-six-free suits, and Habibi hears it for his fancy clothes, and he and Sussman just go back and forth. The banter whenever they do events together is awesome. They're both wildly successful in real estate and equally impressive professors and people. It's cool to see.

mbaMission: Is the dean [Judy Olian] pretty accessible to students?

AA: I would say definitely. She holds office hours every couple weeks. I went to one of her first office hours, just to talk about my experience so far, talk about a few things I didn't love, talked about what I did enjoy, sat and had a half-hour conversation with her. She was more than accommodating, and I think that helped throughout the program. Every time I saw her after that, she would remember my name and say hello. So that was cool. I think there are times, though, when she seems a little out of touch with the rest of the program, probably just because of her job in the sense that she is traveling around securing funding, overseeing the higher levels of the school.

The associate deans right below her are probably the most tuned-in people I've seen. So, when I was there, we had the Assistant Dean [and Director] of Student Affairs Susan Judkins—she retired last year—but she knew every single student in that program, I kid you not. She knew their name, knew what they did, knew their story. If you needed anything, you could go to her, and she would make it happen.

And [Associate] Dean [Robert] Weiler, he's kind of the heartbeat of the program from the student perspective. He's very involved, and if there are problems on campus, I think most people would reach out to Student Affairs or to Dean Wyler and talk to him. Just because Dean Olian seems a little more removed in that sense. But if you ever did have a problem that you felt she needed to be aware of, or you just wanted to talk about other aspects of the program, you definitely could get access to her.

mbaMission: That's good to hear. Were you involved in any student clubs or organizations?

AA: Yeah, quite a few, actually. First year, I was very involved, but then I decided my second year to kind of tone it back some and enjoy the free time I would have before I came back to the real world. So first year, I was a vice-president in the Management Consulting Association [MCA], and I was a section social chair. Each section elects a

set of officials, presidents, academics chair, and so on. And there's also a social committee that has representatives from each section. Planning parties is the wrong way to put it, but they ensure there's a balance between social activities and work, and doing that actually takes a lot of work. We put on all the tailgates for the students at the Rose Bowl when we have home football games, plan the Halloween party, a lot of those events. And that took a lot of my time.

Beyond that, I was in the Public Speaking Club and active with Challenge for Charity—which I could do a whole hour on itself. It's *huge* at Anderson. It's not a club you're necessarily part of, but I was the captain of the dodgeball team my second year and co-captain of softball my first year, so it required a little time. I was also part of Out at Anderson, the LGBTA [lesbian, gay, bisexual, transgender, and associates] organization on campus. Out at Anderson provides a neat opportunity to support the broader LGBT community at UCLA and is pretty well known on campus. The accepting nature of everyone on campus with regard to lifestyle choices was apparent, and it made me proud to be an Ally in the club and a member of the Anderson community.

Most people sign up for too many things and then find they actually don't have time to do what they signed up for. But there's a very good balance of interest clubs, identity clubs, professional clubs, and fun activity clubs. Typically, you'll choose one professional club, so IFA [Investment Finance Association] if you want to do finance, MCA if you want to do consulting. Some people do both and try to figure out which one suits them, but most people realize it's too much work. And then they'll usually choose two or three identity clubs or social activity clubs beyond that. Anderson Eats is one where people just go out to restaurants and eat. The beer club and wine club have become big. I mean, there's anything and everything you could want, and if you want more, it's pretty easy to create a new club.

mbaMission: Nice. What do you think about Anderson's facilities?

AA: I would actually say that facilities are some of Anderson's weakest points. Nothing is falling apart—it's not bad in that sense—it's just when you see some of these other campuses that have been built in the past five years, ten years, even, they're new and have more features. Anderson just seems a little old. It's not grungy at all, but it seems like it could improve. Very few of the classrooms have windows. You get to enjoy the amazing LA weather the *rest* of the time, so you probably don't need to see the sun those three hours you're in class, but at GSB, for instance, the classrooms have floor-to-ceiling windows that they'll open up throughout the day. That's kind of a neat learning environment, but at Anderson, it's not that way. It's not something you worry about when you're in class, but when you see the other campuses, you realize it could be improved.

Quiet study spaces on campus are also a little short. They redid the library, and they built a lot of study rooms that are all open top, because they'd done a survey of all the students, and the students said they still wanted a little banter; they didn't want it completely quiet when they were in the libraries doing work, so they kept the study spaces open that way. But over time, they realized there's actually *too* much noise. So when finals roll around and when AMR projects are in the thick of it, it's tough to find quiet areas. You're never going to be left *without* a study

area, it's just, how quiet is it going to be? Other than that, you have access to the rest of UCLA, which is phenomenal. You get access to the Wooden Athletic Center; it's pretty solid. The basketball courts—you can play on the same courts that the visiting NBA teams warm up on when they come to town. Cool stuff like that.

mbaMission: Did you have much interaction with alumni?

AA: My perspective is, you get a lot of interaction with recent grads—one to three years out, there's tons of interaction. They're always on campus, they come back for events. Tour de Strand is a bike-ride, bar-hopping event we do, and tons of alumni come back for things like that. So you get introduced in informal settings, where it's a lot more comfortable than a cold call—"Hey, can I get an informational interview with you?" As far as finding alumni that are a little deeper into their career, maybe five or ten years out, they're not really on campus as often. You can find them and get access to them, or be referred to them; that's kind of the best way. But there aren't a lot that you interact with regularly.

There are events that we do each year—there's the HTBA [High Tech Business Association] Conference and the PULSE Conference each year, for instance—so you get a lot of alumni coming back to do things like that. Also, during orientation, each section had a group of four alumni come back and do a panel. Most of them had been out in the workforce for five-plus years, so they were more seasoned vets, and you could kind of see what the long-term horizon out of Anderson looked like. It was cool to see that. It was refreshing to know that coming from Anderson, you can get into these pretty high-level positions not that far out. And orientation at Anderson is huge. It's one of the times when they really go all out to make sure that you get all the resources you need.

mbaMission: Great. How did the school's career development office help you with your job search?

AA: Parker [the Parker Career Management Center] helped a lot. Each individual student is assigned a career counselor or career advisor based on the field they want to go into. If you want to switch, you can formally, but there's also a lot of just informal talking with different career counselors and advisors throughout the process. I had started with one, Amanda Durant, who worked mainly with students wanting to go into consulting or strategy-type roles. And she knew what she was talking about. She was strict; she demanded a lot of work. The mock interviews you had with her were more frightening than actual interviews with a lot of companies.

mbaMission: That's good, though.

AA: Yeah, exactly, because she was so serious! She took it very seriously. It wasn't shooting the s--t with her at all in our meetings. She would get to know you and your story and have fun with you that way, but once she turned her face to business mode, it was business mode. I think she retired or left to do private consulting last year, but there are those kinds of people throughout. So Dean Wyler, who I mentioned earlier, used to oversee Parker, and he revamped it a few years ago. They were in trouble as far as performance five or six years ago, and he did a really good job turning it around.

He put Regina Regazzi in charge of it, and she's also a career advisor for finance students. She does an awesome job and is probably more committed to making sure that her students succeed than almost anyone I've seen. When Regina's students got big offers from companies, they would call her at whatever hour to fill her in, because she was so invested in much of the recruiting. She and the other advisors were by your side for the whole process. To me, it's neat that I know almost all of the Parker team by name, because I could always leverage any of them, if needed. I regularly used Emily Taylor to find info on recent industry hiring trends, and when Chris Weber joined, I leveraged him a few times for insights on strategy roles.

I was incredibly impressed by the Parker Career Center. If you want the time, you'll get the face time. If you want them to stay until 8:00 at night and help you with stuff, they will. They go to a lot of events on campus, you see them outside of that as well, and you can really find the advisors almost anywhere. The Parker database is also a big thing. They do a really good job of posting all the jobs that come through formal on-campus recruiting. And they also do a really good job of interacting with alumni and having them post jobs at their companies that are available through less formal means. There are countless jobs you can apply for throughout your time at Anderson. They still have that for alumni as well.

mbaMission: Nice. What resources or experiences did you have at Anderson that you believe helped prepare you for your current job?

AA: I think a lot of it was just the breadth that you get at Anderson. They force you through the core to take classes in everything, and then they give you such a wide breadth of electives that a lot of people just explore so many areas. And what I need to do my current job—it's somewhat marketing, but it's also strategy, it's also analytics—I just need so much experience and exposure everywhere that I think that was the biggest thing, just being able to come here and talk accounting with people. Before Anderson, I would have had *no* idea what a balance sheet really looked like or understood the depth of a company doing \$100-plus billion dollars a year in revenue. So being able to come in and have intelligent conversations about COGS [cost of goods sold] and other things like that was good.

Coming out of business school, I don't think you're expected to be an expert in any one area unless you go into a very specific role, but you need to have experience and exposure in many different areas, and that's what Anderson did. I didn't become an expert in finance or marketing, but I got enough exposure to where I could hold my own and then become an expert in the company I work at. That was the big thing I got out of it.

mbaMission: That makes sense. Switching gears, what would you say your favorite social events or extracurricular activities were at Anderson?

AA: Too many. [Laughs.] They have so many awesome events that it's hard to say. C4C is huge; I loved C4C, Challenge for Charity. It's a cool thing to do. You bring in a lot of money for good causes, and at the same time, you get exposure to so many other schools and students and just have a heck of a time for a few days. And the football games are always awesome, the tailgates. Anderson probably throws the largest tailgates of any of the UCLA

groups, even undergrads. Beach days were also awesome. Saturdays, you'd often hang out, go ride along the beach, play some beach volleyball, bike over to a happy hour, spend a few hours drinking, and then go out and get ready for the night. That was a cool thing at Anderson, being able to do that sort of thing the entire time you're in the program. Going to the beach and surfing in the morning in December is hard to beat. What I'm trying to do now is figure out how to get back there!

mbaMission: I'm sure. What do you think more people should know about Anderson that they probably don't know?

AA: I think, when you're getting your MBA, what a lot of people probably don't think about a lot is the lifestyle they're going to live while they're there. What I realized is that in your two years, you're going to have a very similar education almost anywhere you go as far as the core classes. You're going to take finance, you're going to take marketing, you're going to take statistics, and you're going to have very similar faculty. We had teachers from GSB, from Wharton, from [Michigan] Ross; teachers who have taught everywhere came here. It's not like you have a lower caliber of teachers at Anderson. You're getting a very similar experience in that sense. But what is not similar, I think, is the access to the resources you have outside the school or even within the broader community.

UCLA is an enormous world-class university, and you have access to all the other colleges on campus. You can take classes there, access the facilities, the resources, the city. Beyond that, it's just the lifestyle you can live in LA—like I said, going to the beach in December. You have stresses that come with business school, and you don't want to go home after class and have to deal with shoveling your sidewalk or trying to find somewhere to park in the snow. You want to go home and meet some friends out and have fun, and LA is just a phenomenal city for that. You have so many neighborhoods—Hollywood, downtown, Santa Monica, Venice—and they're just such different areas that honestly, the opportunities are endless. There are 50 things I had on my to-do list that I didn't get to while I was there. I mean, I had to go climb up to the Hollywood sign *after* I graduated because I didn't have time before.

mbaMission: This is why you want to go back!

AA: Exactly! I still have a lot to do. It's just a world-class city. That's my point, you're going to have a very similar experience in business school, from what I can tell from talking to students from other places, but it's all the other ancillary benefits that LA provides. I would encourage people to go hang out on UCLA Anderson's campus for a day or two, because you get a feel for the student body and how engaging they are and how genuine the entire community is. It's a pretty cool experience.

mbaMission: Thank you so much for giving us some great firsthand insight into the Anderson experience. I learned a lot.

AA: Sure, I'm happy to help.

Appendix:

Anderson Facts and Figures

Note: Facts and figures in this section are prone to change. Occasionally, conflicts may exist between the school's publications and its Web pages. Applicants are urged to recheck facts and figures for the most up-to-date information.

Basics

Year Established: 1935

Location: Los Angeles, California

Dean: Judy D. Olian (2006)

Assistant Dean of MBA Admissions and Financial Aid: Alex Lawrence (2012)

Programs:

- Full-Time MBA
- Fully Employed MBA
- Executive MBA
- PhD
- Global EMBA for Asia Pacific
- Master of Financial Engineering
- Master of Science in Business Analytics (MSBA)

Joint Degrees:

- MBA/DDS with the UCLA School of Dentistry
- MBA/JD with the UCLA School of Law
- MBA/ MD with the UCLA School of Medicine
- MBA/Master of Computer Science with the School of Engineering
- MBA/Master of Latin American Studies with the International Institute Latin American Studies Program
- MBA/Master of Library and Information Science with the UCLA Graduate School of Education and Information Studies
- MBA/Master of Nursing with the UCLA School of Nursing
- MBA/Master of Public Health at the UCLA School of Public Health
- MBA/ Master of Public Policy with the UCLA School of Public Policy and Social Research
- MBA/Master of Urban Planning with the UCLA School of Public Policy and Social Research

Class Profile (Class of 2018)

Number of Applications Received: 3,290

Class Size: 360

Average Age: 29

Age Range: 24–40

Average GPA: N/A

GPA Range (middle 80%): 3.2–3.8

Average GMAT: 715

GMAT Range (middle 80%): 680–750

Women: 32%

Minorities: 25%

International Citizens: 38%

Countries Represented: 44

Average Years of Work Experience: 5

Employment Statistics (Class of 2016)

Median Base Salary: \$121,250

Mean Base Salary: \$118,150

Median Signing Bonus: \$25,000

Mean Signing Bonus: \$30,300

Graduates accepted positions in the following industries:

- Technology: 28.6%
 - Internet Services/E-Commerce: 7.6%
 - Software: 8.3%
 - General: 5.4%
 - Equipment/Hardware/Networking: 4.4%
 - Other: 2.5%
- Consulting: 21.4%
- Financial Services: 19.6%
 - Investment Banking/Brokerage: 10.9%
 - Investment Management: 6.9%
 - Other Financial Services: 1.8%
- Consumer Products: 10.5%
 - Beverages/Food: 4.0%
 - Toys: 2.5%
 - Other Consumer Products (Automotive, Electronics, Household Goods): 2.2%
 - Apparel/Fashion: 1.8%
- Entertainment and Media: 6.5%
 - TV/Cable/Film: 2.9%
 - Digital Media: 1.4%

- Other: 1.4%
 - Gaming: 0.7%
- Real Estate: 3.3%
- Health Care: 2.9%
 - Biotechnology: 1.4%
 - Medical Devices: 0.7%
 - Other: 0.7%
- Retail: 1.8%
- Manufacturing: 1.4%
- Other Industries (includes Agribusiness, Hospitality and Travel, and Legal and Other Services): 1.4%
- Energy (including Alternative Energy): 1.1%
- Nonprofits/Government/Social Enterprises: 1.1%

Graduates accepted positions in the following functions:

- Finance/Accounting: 29.7%
 - Investment Banking: 10.5%
 - Corporate Finance/FP&A/Treasury: 9.0%
 - Investment Management: 6.8%
 - Commercial Banking/Lending: 0.7%
 - Real Estate Finance: 1.4%
 - Venture Capital/Private Equity: 1.1%
- Consulting: 24.8%
 - Management: 20.7%
 - Internal: 4.0%
- Marketing/Sales: 24.4%
 - Product Management: 10.5%
 - Brand Management: 6.8%
 - Other Marketing Services: 2.5%
 - Sales/Account Management: 2.5%
 - Merchandizing/Retail Marketing: 1.4%
 - Marketing Analytics: 0.7%
- Other Functions: 10.1%
 - Business/Corporate Development: 4.7%
 - Business Intelligence/Analytics: 2.2%
 - Other (includes government affairs, law, and real estate development): 1.8%
 - Strategic Planning: 1.4%
- General Management: 7.6%
 - Rotational Program: 6.2%
 - Executive: 1.4%

- Operations/Logistics/Supply Chain: 2.5%
- Human Resources: 0.7%

Graduates accepted positions in the following locations:

- United States: 90.2%
 - California: 71.4%
 - ♦ Southern: 50.0%
 - ♦ Northern: 21.4%
 - Northeast: 7.2%
 - West (excluding California): 6.2%
 - Midwest: 1.8%
 - Southwest: 1.8%
 - Mid-Atlantic: 1.2%
 - South: 0.8%
- International: 9.8%
 - Asia: 5.1%
 - Central and South America: 2.1%
 - Europe: 1.8%
 - Middle East: 0.8%

Major Employers (defined as hiring three or more graduates): Anderson’s top employers for the 2015–2016 academic year, each of which hired at least five Anderson students (for summer internships as well as full-time positions), are as follows:

- Amazon, Inc. (20+)
- Deloitte (20+)
- Bank of America Merrill Lynch (16–20)
- Google, Inc. (16–20)
- Microsoft Corporation (16–20)
- Adobe Systems, Inc. (10–15)
- Amgen Inc. (10–15)
- The Boston Consulting Group (BCG) (10–15)
- EY (10–15)
- Mattel Inc. (10–15)
- McKinsey & Company, Inc. (10–15)
- Nike, Inc. (10–15)
- PwC (10–15)
- Apple Inc. (5–9)
- AT&T, Inc. (5–9)
- Autodesk, Inc. (5–9)

- Citigroup Inc. (5–9)
- Credit Suisse (5–9)
- Dimensional Fund Advisors (5–9)
- Epson America, Inc. (5–9)
- Goldman Sachs & Co. (5–9)
- Houlihan Lokey (5–9)
- Intel Corporation (5–9)
- JD.com (5–9)
- Moelis & Company (5–9)
- Sony Pictures Entertainment (5–9)
- Southern California Edison (5–9)
- The Walt Disney Company (5–9)

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