

# 2009-2010 Erb Institute MBA/MS Graduating Student Resume Book



ERB INSTITUTE

FOR GLOBAL SUSTAINABLE ENTERPRISE

UNIVERSITY OF MICHIGAN



STEPHEN M. ROSS SCHOOL OF BUSINESS  
SCHOOL OF NATURAL RESOURCES & ENVIRONMENT

# About the Résumé Book

The Erb Institute is a world-renowned resource on topics of global sustainable enterprise. By engaging the finest minds from the Ross School of Business, the School of Natural Resources and Environment, and throughout the University of Michigan, we help organizations formulate, understand, and act upon innovative strategies for sustainability: meeting the fundamental needs of a growing human population in an equitable manner within the means of nature. The Institute brings together students, faculty, alumni, and individuals from corporate and nonprofit organizations to spark dialogue, support inquiry and provide solutions.

There are many ways to benefit from our expertise. No matter the size or scope of your organization, our MBA/MS Program students will help you to improve processes, solve problems and identify strategic opportunities. As new hires for full-time positions, our graduates have the knowledge, tools and experience to implement innovative and practicable methods for cultivating sustainable enterprises. As summer interns, our students bring fresh ideas and focused energy to your organization. You may also develop and sponsor a Multi-disciplinary Action Project in the spring term, engaging four to six students full time for seven weeks to identify opportunities or solve specific problems. Lastly, you may sponsor and design Masters Projects with teams of one to six students over a 12- to 18-month period to explore more complex issues in greater depth and detail.

*Employers can quickly identify students with interests in their field by scanning the keyword listings at the front of this book. Most students have broader interests and experience than reflected in the three keywords they were allowed here, thus if you do not find the right candidate through keyword listings we encourage you to scan the complete résumés. Erb Institute staff will be pleased to help you identify or contact candidates, although you should feel free to contact them directly yourself.*

If you would like to post a position for circulation among Erb Institute MBA/MS students, please e-mail it as an attachment to [erbinstitute@umich.edu](mailto:erbinstitute@umich.edu) with "Job/Internship posting" in the subject line. Erb Institute staff will also be pleased to help you develop a job posting to assure that it is complete and likely to attract student interest.

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*The Frederick A. and Barbara M. Erb Institute for Global Sustainable Enterprise was established in 1996 as a partnership of the Stephen M. Ross School of Business and the School of Natural Resources & Environment at the University of Michigan. The Institute seeks to understand and communicate the complex, interconnected dynamics of human and natural systems in relation to economic production and consumption and to disseminate that knowledge for the achievement of environmentally, economically and socially sustainable development and enterprise. Utilizing a collaborative approach, the Institute helps business, government and civil society organizations to achieve meaningful progress toward sustainability. The education, research and outreach activities of the Erb Institute help make the University of Michigan a top-tier school for addressing issues of environmental and social impact management and help to facilitate positive ecological and societal transformations through the knowledge and leaders we produce.*

Dear Colleague,

The Erb Institute for Global Sustainable Enterprise at the University of Michigan is pleased to release our 2009-10 MBA/MS graduating-student resume book.

*Employers can quickly identify students with interests in their field by scanning the keyword listings at the front of this book and in the bookmarks tab. Most students have broader interests and experience than reflected in the keywords that were practicable here, thus if you do not find the right candidate through keyword listings we encourage you to scan the complete résumés.*

Erb graduates specialize in a wide variety of particular areas, but all offer an unusual depth of work experience with formal training in the areas of business, the environment and sustainability. We are confident that the strong skill sets and passionate commitments of Erb graduates will meet the hiring needs of your organization.

If you are interested in talking with any of our students regarding potential employment opportunities, please contact them directly. You are also welcome to contact Erb Institute faculty and staff for insights regarding potential candidates, although you should feel free to contact them directly yourself.

The process for submitting job postings is as follows:

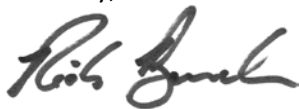
- Submit your indication of interest to: [erbinstitute@umich.edu](mailto:erbinstitute@umich.edu)
- Once you have submitted an indication of interest, a representative from the Erb Institute will contact you with specific information on posting positions, retrieving and reviewing applications, and scheduling and conducting interviews.
  - Please note that students graduate on May 1, 2010 and will be on break from February 23 through March 6.

If you would like to post a position for circulation among Erb Institute MBA/MS students, please e-mail it as an attachment to [erbinstitute@umich.edu](mailto:erbinstitute@umich.edu) with "Job/Internship posting" in the subject line. Erb Institute staff will also be pleased to help you develop a job posting to assure that it is complete and likely to attract student interest.

Lastly, if you think any of your colleagues would benefit from having a copy of this resume book, please let us know and we will be sure to get it to them.

Thank you in advance for your consideration and support.

Sincerely,



Rick Bunch  
Managing Director, Erb Institute for Global Sustainable Enterprise  
University of Michigan

# Browse Resumes by Keyword

(Click on keyword to view candidates)

Clean Tech & Alternative Energy	Green Building & Development
Climate Change & Carbon Reduction	Human Capital & Organizational Strategy
Conservation & Biodiversity	Industrial Ecology / Waste Reduction
Conservation & Efficiency	Land Development & Construction
Consulting & Other Services	Nonprofit, Government & Academia
Consumer Goods	Operations
Design	Sales & Business Development
Durable Manufactured Goods	Smart Grid
Emerging Markets & International Development	Software & Information Technology
Energy Generation & Distribution	Solar
Entrepreneurship	Sourcing
Environmental Justice & Social Equity	Strategy
Finance	Tourism & Hospitality
Food & Agriculture	Water
General Management	

(Click on names to view resumes)

## Clean Tech and Alternative Energy

Russell Baruffi	Arie Jongejan
Laura Bruce	Thomas Leahy
David Cieminis	Theodore Ludwick
Evan Croen	Pablo Medina
Siobhan Doherty	Brent Morgan
Paul Gruber	Imogen Taylor

## Climate Change and Carbon Reduction

Russell Baruffi	Siobhan Doherty
Rebecca Brooke	Mark Michelin
Laura Bruce	Brent Morgan
Evan Croen	Rebecca Taylor

## Conservation and Biodiversity

Rebecca Brooke	Leonore Hijazi
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## Conservation and Efficiency

Elizabeth Griffin

Pablo Medina

## Consulting and Other Services

Liz Abbett

Julia Koslow

Nemanja Babic

Mark Michelin

Rebecca Brooke

Gaurav Parnami

Anna Coldham

Emily Plews

Evan Croen

Rebecca Taylor

Aaron James

Ryan Whisnant

## Consumer Goods

Liz Abbett

Nemanja Babic

Katie Appel

Laurel Martin

## Design

Zach Robin

## Durable Manufactured Goods

Laurel Martin

## Emerging Markets & International Development

Nemanja Babic

Paul Gruber

Gaurav Parnami

## Energy Generation & Distribution

Laura Bruce

Thomas Leahy

Siobhan Doherty

Theodore Ludwick

Dave Fribush

Brent Morgan

Elizabeth Griffin

Imogen Taylor

Brian Katzman

Rebecca Taylor

## Entrepreneurship

Anne Barton

Jennifer McLaughlin

## Environmental Justice

Jennifer McLaughlin

## Finance

Leonore Hijazi

## Food & Agriculture

Katie Appel

## General Management

Anne Barton

Pablo Medina

Theodore Ludwick

## Green Building & Development

Aaron James

Zach Robin

Julia Koslow

## Human Capital & Organizational Strategy

Anna Coldham

Emily Plews

## Industrial Ecology / Waste Reduction

Thomas Leahy

## Land Development & Construction

Julia Koslow

Zach Robin

## Nonprofit, Government & Academia

Anna Coldham

Elizabeth Griffin

## Operations

Liz Abbett

Laurel Martin

## Sales & Business Development

Russell Baruffi

## Smart Grid

Dave Fribush

Brian Katzman

Arie Jongejan

## Software & Information Technology

Ryan Whisnant

## Solar

David Cieminis

Jennifer McLaughlin

Arie Jongejan

Imogen Taylor

Brian Katzman

## Sourcing

Katie Appel

## Strategy

Anne Barton

Mark Michelin

Dave Fribush

Gaurav Parnami

Aaron James

Emily Plews

Pablo Medina

Ryan Whisnant

## Tourism & Hospitality

Leonore Hijazi

## Water

Paul Gruber

[View Resumes Alphabetically](#)

# ELIZABETH B. ABBETT

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, April 2010 <ul style="list-style-type: none"><li>• Emphases in Operations and Sustainability Strategy</li><li>• Ross Dean's Fellow (full scholarship), School of Natural Resources scholarship</li><li>• GMAT: 760 (99th percentile)</li><li>• Masters Project: Design and Implementation of Corporate Sustainability Initiatives</li><li>• Elected: VP, Membership &amp; Alumni Development, Net Impact; VP, Triathlon Club</li></ul>	<b>Ann Arbor, MI</b>
	<b>CORNELL UNIVERSITY</b> <b>College of Agriculture and Life Sciences</b> Bachelor of Science, Natural Resources, Policy Concentration, May 2003 <ul style="list-style-type: none"><li>• GPA: 3.7, Magna Cum Laude</li><li>• Elected: President, Kappa Alpha Theta sorority, a 120-member organization</li><li>• Coauthored academic paper with Dr. David Pimentel, published October 2004 in Bioscience Magazine, and contributed to the book Eco-Economy by Lester R. Brown.</li></ul>	<b>Ithaca, NY</b>
<b>EXPERIENCE</b> Summer 2009	<b>HONEST TEA</b> <b>Operations Intern</b> <ul style="list-style-type: none"><li>• Developed key performance indicators and deployed company's first-ever contract bottler scorecard, which is anticipated to reduce costs while improving quality, service and communication between the company and bottlers.</li><li>• Managed cross-functional team including designers, vendors, bottlers and partner companies to operationalize brand-wide marketing promotion concept. Promotion scheduled to launch October 2009.</li></ul>	<b>Bethesda, MD</b>
M.A.P. 2009	<b>ROOT LEARNING, INC.</b> <b>Consultant</b> <ul style="list-style-type: none"><li>• Aligned company strategy to capitalize on existing strengths and customer base. Recommendations were endorsed by executive leadership team and led to significant shift in long-term strategic focus.</li></ul>	<b>Sylvania, OH</b>
Summer 2008	<b>THE COCA-COLA COMPANY</b> <b>Sustainable Value Chain Intern</b> <ul style="list-style-type: none"><li>• Evaluated sustainability progress of six major suppliers, resulting in recommendations for integrated company-wide strategy to meet standards of largest customers, mitigate supply-related risk, and develop opportunities for value creation.</li><li>• Launched company's global sponsorship of Net Impact by identifying and coordinating cross-enterprise staff and designing innovative student outreach plan, enhancing company's ability to recruit top talent from leading MBA programs.</li></ul>	<b>Atlanta, GA</b>
2005-2007	<b>THE NATURE CONSERVANCY - U.S. GOVERNMENT RELATIONS</b> <b>Program Assistant</b> <ul style="list-style-type: none"><li>• Redesigned nationwide marketing campaign and promotional materials for priority conservation projects, securing federal funding in excess of \$500MM per year.</li><li>• Spearheaded departmental project management initiative to standardize stakeholder engagement process, align resources and messaging, and ultimately boost success rate for organization-wide policy objectives.</li></ul>	<b>Arlington, VA</b>
2003-2005	<b>PEACE CORPS</b> <b>NGO Consultant</b> <ul style="list-style-type: none"><li>• Created and implemented local environmental action plans by facilitating coalitions of community leaders and institutions. Plans resulted in better quality of life through improved resource management, municipal services, and governmental transparency.</li></ul>	<b>Gostivar &amp; Struga, Macedonia</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Improv and sketch comedian; performed on ComedySportz Farm Team.</li><li>• Avid triathlete and marathoner; set personal record at 2008 Chicago Marathon.</li><li>• Conversational in Macedonian, beginner in Albanian, Turkish and Russian languages.</li></ul>	

# KATHRYN P. APPEL

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business   School of Natural Resources</b> Master of Business Administration   Master of Science, May 2010 <ul style="list-style-type: none"><li>• GMAT 710 (94th percentile); Emphasis in Strategy</li><li>• Elected: Net Impact and Wolverine Wine Club leadership boards</li><li>• Winner: Boston Consulting Group Mission-Driven Consulting Case Competition</li><li>• Selected: Investors' Circle Venture Fellow</li></ul>	<b>Ann Arbor, MI</b>
	<b>UNIVERSITY OF CALIFORNIA LOS ANGELES</b> Bachelor of Arts, June 2001 <ul style="list-style-type: none"><li>• Double major in English and Italian, GPA 3.6/4.0, studied abroad one year in Italy</li></ul>	<b>Los Angeles, CA</b>
<b>EXPERIENCE</b>	<b>C&amp;S WHOLESALE GROCERS, INC.</b> <b>Warehouse Operations Intern</b> <ul style="list-style-type: none"><li>• Developed and implemented workforce process improvements, streamlining training program and saving \$35K+ overtime/week.</li><li>• Managed impact of warehouse consolidation on supply chain logistics for sales/customer service and buying groups.</li></ul>	<b>Sacramento, CA</b>
<b>Summer 2009</b>		
<b>M.A.P. 2009</b>	<b>GENERAL MILLS, INC.</b> <b>Corporate Development and Strategy Consultant</b> <ul style="list-style-type: none"><li>• Conducted in-depth assessment of competitive landscape with MAP team, including financial and market share evaluations of 26 major competitors. Assessment used as benchmark reference document for Board of Directors and CFO.</li></ul>	<b>Minneapolis, MN</b>
<b>Summer 2008</b>	<b>CHEFS COLLABORATIVE</b> <b>Summer Packard Fellow - Business Analyst</b> <ul style="list-style-type: none"><li>• Interviewed over 50 U.S. food industry leaders, analyzed relative performance and profitability of 25 localized distribution models. Identified set of best practices and shared findings with 1,000+ chefs, distributors, farmers and entrepreneurs.</li><li>• Assessed organization's operational capacity for launching Boston-area distribution venture and identified entrepreneur partners.</li></ul>	<b>Boston, MA</b>
<b>2007-Present</b> <b>Part-time</b>	<b>THUMBS UP DISTRIBUTING</b> <b>Board of Directors, Consultant</b> <ul style="list-style-type: none"><li>• Advise business development of produce brokerage that supports CA family farms with consolidation points, branding and transportation to retail markets.</li><li>• Performed financial analysis on potential acquisitions and negotiated purchase of distribution firm, doubling customer base and increasing gross sales by 75%.</li></ul>	<b>Oakland, CA</b>
<b>2003-2007</b>	<b>EARTHJUSTICE</b> <b>Communications Project Manager, 2005-2007</b> <ul style="list-style-type: none"><li>• Analyzed U.S. sustainability values market research and created messaging strategies to reach target segments. Initiatives incorporated into marketing plan.</li><li>• Led team to implement new knowledge sharing portal, including technical scoping, business process documentation, and training 150+ staff. Resulted in increased effectiveness of cross-office communication.</li></ul> <b>Litigation Associate, 2003-2005</b> <ul style="list-style-type: none"><li>• Investigated legal challenges and wrote regulatory comment letters, fact sheets, and legal briefs on public health impacts of air pollution.</li><li>• Developed Standard Operating Procedures for case selection process and employee orientation, reducing training time for new staff and increasing institutional memory.</li></ul>	<b>Oakland, CA</b>
<b>2002-2003</b>	<b>HARRINGTON ELEMENTARY SCHOOL</b> <b>Special Education Teacher</b>	<b>Lexington, MA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Expert nosher who finds endless pleasures in cured meats</li></ul>	

# NEMANJA BABIC

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS, May 2010 <ul style="list-style-type: none"><li>• Emphases in: Corporate Strategy and Sustainable Enterprise</li><li>• Winner: A.T. Kearney Global Prize; McKinsey Strategy Scholar</li><li>• Elected Culture &amp; Diversity Section Representative</li><li>• GMAT 710; recipient Ross Distinguished Scholar award</li></ul>	<b>Ann Arbor, MI</b>
	<b>BRACA KARIC UNIVERSITY</b> <b>Faculty of Management</b> Bachelor of Business Administration <ul style="list-style-type: none"><li>• Elected President of Student Association of 300 members</li><li>• GPA 9.87/10.0, Merit Scholarship Award recipient for three years</li></ul>	<b>Belgrade, Serbia</b>
<b>EXPERIENCE</b>	<b>THE WORLD BANK GROUP - MASTERS PROJECT CLIENT</b>	
<b>Summer 2009</b>	<b>Research</b> <b>Ouagadougou/Dakar, Burkina Faso</b> <ul style="list-style-type: none"><li>• Developed research tools for a global 6 country comparative study</li><li>• Contributed to three country teams' capacity building, research execution and control</li><li>• Final analysis (Dec 2009) contributing to the Bank's World Development Report 2010</li></ul>	
<b>Summer 2008</b>	<b>A.T. KEARNEY, INC.</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Complemented existing complexity management framework with a distinctive approach that helped tailor the final recommendation to the needs of a multi-billion dollar client</li><li>• Helped develop a preliminary framework that enables cross functional value chain understanding for the client's leadership</li><li>• Developed an internal IC piece enabling quick knowledge sharing on consumer research</li></ul>	<b>New York, NY</b>
<b>M.A.P. 2008</b>	<b>MBA-NONPROFIT CONNECTION</b> <b>MAP Consultant</b> <ul style="list-style-type: none"><li>• Developed recommendations for \$1M+ investments in East Africa challenging current portfolio strategy</li><li>• Managed workplan and six person team deliverables in highly unstructured environment ensuring on-time delivery of a consistent final recommendation</li></ul>	<b>New York/Dar-es-Salaam, Tanzania</b>
<b>2002-2007</b>	<b>THE PROCTER &amp; GAMBLE COMPANY</b> <b>Brand Manager, 2006-2007</b> <ul style="list-style-type: none"><li>• Designed growth strategy for Blend-a-Med/Crest Balkans, tripling growth rate (topline +15%) in a flat market over 12 months, with share increase across five markets</li><li>• Revised Blend-a-Med brand communication strategy and successfully rolled it out to the Global Business Unit leadership team, achieving Central/Eastern Europe implementation in 2007 that contributed to accelerated growth across markets</li><li>• Managed Gillette integration process and accelerated both brands sales (+41% growth)</li><li>• Managed two direct reports; lead regional recruiting, attracting 20 new recruits</li></ul> <b>Assistant Brand Manager, 2002-2006</b> <ul style="list-style-type: none"><li>• Developed market entry strategy for Dishwashing business, ensuring sustained, profitable growth (average increase of two market share points per month for 22 months); market leadership in two out of three markets.</li><li>• Created marketing plans and supply strategy for a declining brand that delivered first local profit (&gt;\$2M incremental)</li></ul>	<b>Bucharest, Romania</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Interested in architecture, gourmet cooking, skydiving and travel</li><li>• Languages spoken: Serbian (native), English, German, French, Romanian, Bulgarian</li></ul>	

**ANNIE S. BARTON**  
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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> Master of Business Administration, April 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Finance</li><li>• Winner - GE Global Citizenship Case Competition</li><li>• Elected VP of Marketing for Net Impact</li><li>• GMAT 710 (94th Percentile)</li></ul> <b>School of Natural Resources and Environment</b> Master of Science, April 2010 <ul style="list-style-type: none"><li>• Erb Institute for Global Sustainable Enterprise, MBA/MS Fellow</li><li>• Concentration in domestic and international environmental policy</li></ul>	<b>Ann Arbor, MI</b>
	<b>UNIVERSITY OF PUGET SOUND</b> Bachelor of Arts in Asian Studies, May 2003 <ul style="list-style-type: none"><li>• Study Abroad in S. Korea, Mongolia, China, India, Japan, Thailand (Sep 2002-May 2003)</li></ul>	<b>Tacoma, WA</b>
<b>EXPERIENCE</b> <b>2008-Present</b> <b>Part-time</b>	<b>ENVIRONMENTAL DEFENSE FUND AND KKR &amp; CO.</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Analyzing private equity investment process to identify how improving environmental performance of potential and existing investments enhances firm value</li></ul>	<b>Ann Arbor, MI</b>
<b>Summer 2009</b>	<b>WASTE MANAGEMENT, INC.</b> <b>Business Analyst</b> <ul style="list-style-type: none"><li>• Performed financial analysis and due diligence on 4 potential acquisitions</li><li>• Worked with the leadership of an \$11MM acquisition to manage integration with Waste Management, leading to roll out of new product in 10 markets</li></ul>	<b>Houston, TX</b>
<b>M.A.P. 2009</b>	<b>UNITED TECHNOLOGIES CORPORATION</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Determined preliminary GHG emissions from supply chain logistics; presented senior management with recommendations to reduce those emissions by 10-20% in 5 years</li></ul>	<b>Hartford, CT</b>
<b>Summer 2008</b>	<b>BHP BILLITON</b> <b>Summer Associate- Carbon Emissions Analyst</b> <ul style="list-style-type: none"><li>• Developed framework and strategy for carbon reduction projects at mining assets, presented plan to senior management resulting in worldwide roll out of framework</li></ul>	<b>The Hague, Netherlands</b>
<b>2005-2007</b>	<b>FISHER INVESTMENTS, INC.</b> <b>Client Services Training Coordinator, 2006-2007</b> <ul style="list-style-type: none"><li>• Managed initial and continuing education program for 60-person department</li><li>• Improved employee retention by establishing leadership training program</li></ul> <b>Global Client Operations Associate, 2006</b> <ul style="list-style-type: none"><li>• Assessed operational relationship with banks in Switzerland and the UK and implemented strategies to streamline interactions, generating additional team capacity</li></ul> <b>Client Operations Associate, 2005-2006</b> <ul style="list-style-type: none"><li>• Collaborated with a cross-functional team to manage client relationships and improve customer service, resulting in consistent retention rates of over 95%</li></ul>	<b>San Mateo, CA</b>
<b>2004-2005</b>	<b>THE HEALTHSTORE FOUNDATION</b> <b>Business Analyst</b> <ul style="list-style-type: none"><li>• Analyzed performance of 75 franchised health clinics in rural Kenya and created strategies to improve communications, marketing, and franchisee training</li><li>• Assisted in writing a \$10M business plan for a multi-country health care franchise</li></ul>	<b>Nairobi, Kenya and Minneapolis, MN</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Summited Mt. Rainer, 14,410FT, to raise money for Bay Area Youth</li><li>• Led/participated in backpacking trips on four continents and 16 National Parks</li></ul>	

# RUSSELL A. BARUFFI

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> Master of Business Administration / Master of Science, April 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Energy Systems</li><li>• Selected: Percy Award, Malik Award, Graduate Research Assistantship (full tuition)</li><li>• Masters Opus: Policy strategies for Electric Vehicle business development in Michigan</li><li>• Elected: President of Erb Student Government, Senior Director of Rosstache Charity Drive, Founder of Business Film Society</li><li>• Member: Energy Club, Community Consulting Team, Marketing Club</li><li>• GMAT: 730 (97th percentile)</li></ul>	<b>Ann Arbor, MI</b>
	<b>BROWN UNIVERSITY</b> Bachelor of Arts, May 2004 <ul style="list-style-type: none"><li>• Concentration in Public Policy, GPA: 3.5/4.0</li><li>• Selected: Writing Fellow, Senior Class Commencement Speaker</li></ul>	<b>Providence, RI</b>
<b>EXPERIENCE</b> <b>2009</b>	<b>SONY PICTURES ENTERTAINMENT</b> <b>Summer Associate - Energy Sustainability</b> <ul style="list-style-type: none"><li>• Led valuation of efficiency and renewable energy projects, resulting in identification of six priority investments generating \$6-\$10MM in energy savings over ten years</li><li>• Collaborated with vendors of solar, small-scale wind and efficiency products and electric utility to craft product proposals for company needs</li></ul>	<b>Culver City, CA</b>
<b>M.A.P. 2009</b>	<b>PACIFIC GAS &amp; ELECTRIC CORPORATION</b> <b>MAP Consultant</b> <ul style="list-style-type: none"><li>• Managed team of six to analyze market for distributed renewable energy certificates (RECs), resulting in market sizing, entry strategy and detailed implementation plan</li></ul>	<b>San Francisco, CA</b>
<b>2008-2009</b> <b>Part-time</b>	<b>MICHIGAN PUBLIC SERVICE COMMISSION</b> <b>Graduate Student Research Assistant</b> <ul style="list-style-type: none"><li>• Evaluated local business climate for electric vehicle supply chain, including power control electronics, electric motors and advanced batteries, resulting in 50-page report recommending state policy strategy for business attraction and retention</li></ul>	<b>Ann Arbor, MI</b>
<b>2008</b>	<b>HR&amp;A ADVISORS</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Developed real estate re-zoning proposal, persuading City Planning Department to convert 170-acre urban manufacturing parcel to residential</li><li>• Evaluated five proposed growth industries for client city, analyzing value chains and growth potential, resulting in knowledge base for strategic plans</li></ul>	<b>New York, NY</b>
<b>2006-2007</b>	<b>CITY OF NEW YORK</b> <b>Senior Analyst- Strategy &amp; Planning, Small Business Services</b> <ul style="list-style-type: none"><li>• Convened department heads and Mayor's office to re-evaluate all performance metrics reported to Mayor, resulting in new platform for agency reporting</li><li>• Collaborated with agency leadership to develop annual Strategic Plans: convening stakeholders, providing analytical support and facilitating internal communication</li><li>• Analyzed internal work process flows and performance management strategies, drafting recommendations that led to reorganization of three departments</li><li>• Wrote detailed bi-weekly reports to Mayor on behalf of agency leadership</li><li>• Managed all regular performance reporting for 300-person agency</li><li>• Led team to assemble winning application bid for 2006 IEDC Marketing Award</li></ul>	<b>New York, NY</b>
<b>2005</b>	<b>Program Coordinator, Prospect Park Alliance</b> <ul style="list-style-type: none"><li>• Organized 50-400 person volunteer events, generating \$100K labor value in six months</li><li>• Initiated performance measurement system to track Department accomplishments</li></ul>	<b>Brooklyn, NY</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Avid chef, climber, cyclist (4000 miles cross-country, 500 miles up west coast)</li></ul>	

# REBECCA S. BROOKE

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, April 2010 <ul style="list-style-type: none"><li>• Selected: Doris Duke Conservation Fellow, for outstanding promise as a future leader in environmental conservation</li><li>• Founder &amp; President: EcoValuation Working Group, School of Natural Resources</li><li>• Elected: VP of Career and Professional Development, Ross Net Impact, 2009-2010</li><li>• Masters Project: Analyzed the relationship between biofuel subsidies, agricultural land use and wildlife habitat in the Great Plains; presented findings to U.S. Senate, Department of Energy, and Department of Agriculture</li></ul>	<b>Ann Arbor, MI</b>
	<b>OBERLIN COLLEGE</b> Bachelor of Arts, High Honors, May 2004 <ul style="list-style-type: none"><li>• Majors: Biology, Environmental Studies</li><li>• Honors Thesis: "Property and Public Values: Land Conservation in Maine's North Woods"</li></ul>	<b>Oberlin, OH</b>
<b>EXPERIENCE</b> Summer 2009	<b>NORTHERN FOREST CENTER, COASTAL ENTERPRISES, MANOMET</b> <b>Ecosystem Services Consultant</b> <ul style="list-style-type: none"><li>• Coordinated collaboration and research between three client organizations; kept clients updated on the present state of carbon markets and federal climate legislation</li><li>• Conducted interviews with forest carbon aggregators and analyzed their business models to find transaction costs that prevent participation by small forest owners</li><li>• Authored 46-page "Payments for Forest Carbon: Opportunities and Challenges for Small Forest Owners" report which was published by the U.S. Endowment for Forestry and Communities and distributed to over 25 conservation organizations and public agencies across New England</li></ul>	<b>Portland, ME</b>
2008	<b>NATIONAL PARK SERVICE COMMERCIAL SERVICES PROGRAM</b> <b>Summer Business Consultant</b> <ul style="list-style-type: none"><li>• Directed a strategic planning process to guide commercial services development within the Chickasaw National Recreation Area over the next 10 years</li><li>• Reconciled over 100 jointly held Commercial Use Authorizations between Yellowstone and Grand Teton National Parks, resulting in greater enforcement and oversight of park regulations</li><li>• Audited 200 financial revenue reports and identified candidates for full concessions contracts that could increase park revenue by millions of dollars</li></ul>	<b>Sulphur, OK</b>
2005-2007	<b>ASSOCIATION OF FISH AND WILDLIFE AGENCIES</b> <b>Associate, Teaming with Wildlife Program</b> <ul style="list-style-type: none"><li>• Built a coalition of over 5,000 member organizations across the country to support a campaign for funding wildlife conservation</li><li>• Lobbied with a team of four to increase annual appropriations for State Wildlife Grants, resulting in a gain of \$6.4 million</li><li>• Led two year national communication campaign to increase awareness of state wildlife action plans, gaining both print and televised news coverage around the country</li></ul>	<b>Washington, DC</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• 1st place Ross Leadership Crisis Challenge Case Competition, Spring 2009</li><li>• Participated in 2009 Fulbright-Ross International Negotiation Program in the Balkans</li><li>• Participated in School for International Training "Amazonian Ecology &amp; Natural Resource Management" program, Fall 2002, in Manaus, Brazil; conducted independent research through the Large-Scale Biosphere-Atmosphere Experiment on nutrient cycling in the Amazon rainforest</li></ul>	

# LAURA K. BRUCE

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> Master of Business Administration / Master of Science, December 2009 <ul style="list-style-type: none"><li>• Emphasis in Sustainability in the Energy Sector</li><li>• Awarded: Dean's Merit Scholarship and Forté Foundation Fellowship</li><li>• Selected: Frankel VC Fund Fellow and Ross Leadership Initiative Student Advisor</li><li>• Member: Energy and Net Impact Clubs</li><li>• Consulting project for the American Wind Energy Association on electricity transmission presented at national conference</li><li>• Candidate for Graduation with High Distinction</li><li>• GMAT 760/99th percentile</li></ul>	<b>Ann Arbor, MI</b>
	<b>COLUMBIA UNIVERSITY</b> Bachelor of Arts, June 2002 <ul style="list-style-type: none"><li>• Dean's List all semesters, GPA 3.7/4.0</li></ul>	<b>New York, NY</b>
<b>EXPERIENCE</b>	<b>DUKE ENERGY</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Performed financial and strategic analysis, including conducting asset valuations and examining industry trends, in support of potential M&amp;A activities for Duke's electric, natural gas, and telecom businesses.</li></ul>	<b>Charlotte, NC</b>
<b>Summer 2009</b>	<b>GOOD ENERGIES INC.</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Created framework for analyzing carbon market opportunities and tools to simplify carbon reduction calculations that were adopted as part of investment review process for \$6 billion cleantech venture capital fund.</li><li>• Researched market potential and performed due diligence for 20 national and international start-up companies, contributing to investment decisions in the renewable energy, energy efficiency, and green buildings sectors.</li></ul>	<b>Washington, DC</b>
<b>Summer 2008</b>	<b>PACIFIC GAS &amp; ELECTRIC CORPORATION</b> <b>Consultant</b> <ul style="list-style-type: none"><li>• Collaborated with team of MBA students to evaluate PG&amp;E's investment strategy and perform cost/benefit analysis for an energy storage project, resulting in proposal to modify plan to meet carbon and renewable energy goals at lower cost.</li></ul>	<b>San Francisco, CA</b>
<b>M.A.P. 2008</b>	<b>THE WORLD BANK GROUP</b> <b>Carbon Finance Associate</b> <ul style="list-style-type: none"><li>• Conducted financial and technical due diligence for carbon finance investment options in the energy, manufacturing, and waste management sectors in order to allocate resources efficiently for the \$2 billion carbon funds managed by the World Bank.</li><li>• Led team to evaluate department strategy and develop excel-based monitoring tool that was adopted by management to accelerate project delivery timeline.</li><li>• Synthesized design criteria and coordinated creation of a portfolio tracking system that was used by 60 team members to manage data from more than 200 carbon finance projects, for which a staff prize was awarded.</li><li>• Negotiated purchase of carbon credits for multi-million dollar agreement culminating in signing of deal terms, the first such agreement for the host country.</li></ul>	<b>Washington, DC</b>
<b>2005-2007</b>	<b>NATURAL RESOURCES DEFENSE COUNCIL</b> <b>Program Assistant</b> <ul style="list-style-type: none"><li>• Communicated NRDC's position on federal environmental policy to lawmakers through advocacy materials and meetings, effectively shaping legislation.</li></ul>	<b>Washington, DC</b>
<b>2003-2005</b>		
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Backpacked solo for six months through Italy, Greece, Eastern Europe and Turkey</li><li>• Volunteered as an Environmentor, helping high school student compete in science fair</li></ul>	

# DAVID CIEMINIS

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M Ross School of Business</b> Master of Business Administration, April 2010 <ul style="list-style-type: none"><li>• Emphasis in Strategy and Entrepreneurship</li><li>• Selected: Zell and Erb Institute Returning Entrepreneurial Scholar</li><li>• First Place, Ross Leadership Crisis Challenge Case Competition</li><li>• GMAT: 710</li></ul> <b>School of Natural Resources and Environment</b> Masters of Science in Environmental Policy, April 2010 <ul style="list-style-type: none"><li>• Emphasis in Renewable Energy and Energy Policy</li><li>• Master's Project: "The Case for New Transmission in the US : Meeting the Need for Large-Scale Renewable Energy" sponsored by American Wind Energy Association.</li></ul>	<b>Ann Arbor, MI</b>
	<b>CALVIN COLLEGE</b> Bachelor of Arts - Political Science, May 2004 <ul style="list-style-type: none"><li>• Graduated with Honors, Cumulative GPA: 3.95/4.00</li><li>• McGregor Fellow: Co-author of paper, "Weak and Ineffective? African States and Recent International AIDS Policies", published in "The African State and the AIDS Crisis", ed. Amy S. Patterson by Ashgate Publishers, 2005</li></ul>	<b>Grand Rapids, MI</b>
<b>EXPERIENCE</b>	<b>AXIO POWER, INC.</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Initiated and led project development work in PG&amp;E territory including site selection, permitting and interconnection activities for 100 MW project pipeline.</li><li>• Rebuilt US project pro forma model including switching from annual to quarterly cash flow model thereby increasing accuracy of results.</li><li>• Created market entry plan for utility-scale Oregon solar market including identifying key contacts at utilities and coops.</li></ul>	<b>San Juan Capistrano, CA</b>
<b>2009</b>		
<b>2008</b>	<b>CLIPPER WINDPOWER</b> <b>Commercial Operations Summer Associate</b> <ul style="list-style-type: none"><li>• Served as project manager for company's tower remediation efforts, coordinating efforts across business units and establishing tracking systems and forecasts to meet tower demand.</li><li>• Recreated tower allocation strategy for 6 projects and over 200 towers in 2008, thereby avoiding over \$1 million in late delivery charges.</li><li>• Identified and vetted initial sales opportunities leading to potential sales of 340 MW.</li></ul>	<b>Carpinteria, CA</b>
<b>2008</b>	<b>APPLIED MATERIALS, INC. SOLAR BUSINESS GROUP</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Analyzed the evolution of both end-user and manufacturing markets in Europe and China and created framework to analyze the market potential for utility-scale solar projects in China and other emerging markets.</li></ul>	<b>Santa Clara, CA</b>
<b>2007-2008</b>	<b>ENXCO, INC.</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Analyzed utility demand and supply for concentrated solar power(CSP) and other renewable energy sources in California.</li></ul>	<b>Ann Arbor, MI</b>
<b>2004-2007</b>	<b>CHRISTIAN REFORMED WORLD RELIEF COMMITTEE</b> <b>Major Donor Program Coordinator</b> <ul style="list-style-type: none"><li>• Co-chaired HIV/AIDS Campaign Feasibility Study leading to the initiation of new \$3 million fundraising campaign, the largest in organization's history which will increase program fundraising by 25% over 2 years.</li><li>• Managed annual donor portfolio of over \$500,000 through personalized communications including phone calls, visits, and proposals.</li></ul>	<b>Grand Rapids, MI</b>

# ANNA COLDHAM

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, April 2010 <ul style="list-style-type: none"><li>• Emphases in Organizational Strategy and Sustainability</li><li>• Candidate for high distinction (Ross School of Business)</li><li>• Elected to Erb Student Government (Co-President 2009, VP of Recruiting 2008)</li><li>• Student Instructor for NRE532 Natural Resource Conflict Management (Fall 2009)</li><li>• Thesis explores company culture and the efficacy of sustainability initiatives (2010)</li><li>• CEW Award(2009); Percy Service Award (2009); Shapiro/Malik Award (2008)</li></ul>	<b>Ann Arbor, MI</b>
	<b>CARLETON COLLEGE</b> Bachelor of Arts, Economics, June 2001 <ul style="list-style-type: none"><li>• Graduated magna cum laude, awarded distinction in major for thesis comparing public health care and environmental remediation programs</li><li>• Studied coastal zone management and ecology in Zanzibar, Tanzania</li></ul>	<b>Northfield, MN</b>
<b>EXPERIENCE</b> 2007-2009	<b>ASSURANT EMPLOYEE BENEFITS</b> <b>Internal Organizational Strategy Consultant</b> <ul style="list-style-type: none"><li>• Managed a behavior-change initiative and worked with VP team to recommend three behaviors to improve sales force effectiveness, providing foundation for a key part of company growth strategy currently being implemented by senior management.</li><li>• Advised leadership on the implementation of organizational change initiatives.</li><li>• Facilitated the development of a new standard to increase sales activity by 15%.</li></ul>	<b>Irvine, CA</b>
<b>M.A.P. 2009</b>	<b>STONYFIELD FARM</b> <b>External Consultant</b> <ul style="list-style-type: none"><li>• Developed a comprehensive financial model of a dairy farm, increasing quality of investment analysis and reducing time required to evaluate future opportunities.</li></ul>	<b>Londonderry, NH</b>
<b>Summer 2008</b>	<b>GOODWILL INDUSTRIES OF SAN FRANCISCO</b> <b>MBA Summer Intern, Corporate Services</b> <ul style="list-style-type: none"><li>• Advised senior management on a community engagement strategy.</li><li>• Facilitated requirements gathering and the development of a store opening manual, improving facilities planning and mitigating costly permitting risks.</li></ul>	<b>San Francisco, CA</b>
<b>2005-2007</b>	<b>ASSURANT EMPLOYEE BENEFITS</b> <b>Sr. Project Manager/Project Manager, Org. Development</b> <ul style="list-style-type: none"><li>• Led the design and implementation of a company-wide collaborative strategic planning process, resulting in a 40% reduction in lag time for key reports and contributing to an increase in company sales over prior year.</li><li>• Facilitated team-building between home office and 23 sales offices, improving office morale and contributing to a 10% reduction in field force attrition over prior year.</li><li>• Designed and built a database to support collection and analysis of competitor pricing and products at the local level, reducing data collection time by 50%.</li></ul>	<b>Seattle, WA</b>
<b>2001-2004</b>	<b>PROJECT PERFORMANCE CORPORATION</b> <b>Analyst/Sr. Associate/Associate</b> <ul style="list-style-type: none"><li>• Managed a team of 10 tasked with building an SQL database, web interface and performance report, enabling the Secretary of Energy, for the first time, to track industry participation in program activities and claim an energy savings of 40 TBtus/yr.</li><li>• Developed performance metrics to support strategic plan, enabling the client to earn the highest rating on a US government rating tool and validate millions in future funding.</li><li>• Negotiated requirements for a secure government database to track and report on performance metrics, yielding a significant reduction in data entry and reporting time.</li></ul>	<b>McLean, VA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Amateur video producer (1996 - Present); Erb Institute Peer Coach (2008 - Present)</li><li>• Volunteer at ROOTS shelter for young adults (2005-2007)</li><li>• Ironman Canada finisher (2007); Ultimate Frisbee national collegiate champion (2000)</li></ul>	

# EVAN CROEN

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business, School of Natural Resources</b> Master of Business Administration, Master of Science (Environmental Policy), April 2010 <ul style="list-style-type: none"><li>• Erb Institute for Global Sustainable Enterprise MBA/MS Program</li><li>• Emphases in Finance, Strategy, and Environmental Policy</li><li>• Candidate for graduation with High Distinction</li><li>• Member: Energy Club, Consulting Club, Emerging Markets Club, Net Impact Club</li><li>• Tutor for Statistics core (OMS 502)</li><li>• Research Assistant to Natural Resources/Law professor on climate change policy</li><li>• Nominated for McKinsey Finance Scholar Program (top 3% of class)</li><li>• GMAT: 770 (99th percentile), Writing: 6.0/6.0</li></ul>	<b>Ann Arbor, MI</b>
	<b>PRINCETON UNIVERSITY</b> <b>Woodrow Wilson School of Public and International Affairs</b> Bachelor of Arts, June 2006 <ul style="list-style-type: none"><li>• GPA: 3.7/4.0, emphases in National Security and Energy Policy</li><li>• Awarded R. W. van de Velde Prize for Outstanding Overall Performance in a Public Policy Task Force</li></ul>	<b>Princeton, NJ</b>
<b>EXPERIENCE</b> Summer 2009	<b>THE BOSTON CONSULTING GROUP</b> <b>Summer Consultant</b> <ul style="list-style-type: none"><li>• Developed detailed business continuity plan and transition metrics through client interaction for clinical development and medical affairs organization within pharmaceutical post-merger integration; included in submission to client</li><li>• Analyzed headcount and activity data to assist HR baseline and synergy estimation effort; allowed for organizational design to move forward</li></ul>	<b>Philadelphia, PA</b>
M.A.P. 2009	<b>DIVERSE ENERGY, LTD.</b> <b>M.A.P. Consultant</b> <ul style="list-style-type: none"><li>• Formulated market entry strategy for next generation fuel cell power system for off-grid cell towers in developing countries</li></ul>	<b>Slinfold, UK</b>
Summer 2008	<b>DUKE ENERGY</b> <b>Environment, Health, and Safety Policy Intern</b> <ul style="list-style-type: none"><li>• Researched Chinese policy, power technologies, and partnerships to develop company strategy to reduce carbon emissions from Chinese power generation; produced report (read by CEO) and presented findings to internal strategy and technology groups</li><li>• Developed partnership with Chinese NGO for 2008 Clinton Global Initiative project on smartgrid technologies</li></ul>	<b>Cincinnati, OH</b>
2007	<b>HARVARD LAW SCHOOL OPENNET INITIATIVE</b> <b>Researcher</b> <ul style="list-style-type: none"><li>• Analyzed results of testing, researched primary sources, and wrote and edited seven country studies and two regional overviews on internet censorship included in book published in February 2008 for research group focusing on website blocking</li><li>• Led three person group that produced Sub-Saharan Africa regional overview</li></ul>	<b>Cambridge, MA</b>
2006-2007	<b>LAM TREATMENT ALLIANCE</b> <b>Executive Assistant/Programs</b> <ul style="list-style-type: none"><li>• Planned and executed monthly seminars at Harvard Medical School to bring together researchers focusing on rare, fatal women's lung disease, facilitating increased intra-scientific community communication and collaboration on the disease</li><li>• Developed and maintained donor and scientific contact database with consultant, creating increased efficiency in donor contacts, income accounting, and scientific collaboration</li></ul>	<b>Cambridge, MA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Enjoy cooking Italian food in the style of Lidia Bastianich</li><li>• Very interested in theoretical syntax and the linguistics work of Noam Chomsky</li></ul>	

# SIOBHAN M DOHERTY

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> Master of Business Administration/Master of Science, May 2010 <ul style="list-style-type: none"><li>• Erb Institute; Emphasis in Strategy and Energy Systems</li><li>• Elected: Co-President, Ross Energy Club (2009-2010); Vice President Corporate Relations, Ross Energy Club (2008-2009); Clean Tech Lead, Frankel Early Venture Commercialization Fund (2008-2009)</li><li>• GMAT: 730, 97th percentile; AWA: 6.0/6.0</li></ul>	<b>Ann Arbor, MI</b>
	<b>SMITH COLLEGE</b> Bachelor of Arts in Government, May 2002 <ul style="list-style-type: none"><li>• Minor in Environmental Science and Policy; Dean's List (1998-2001); Athlete Scholar Award (1999); Captain Varsity Crew (2001-2002)</li></ul>	<b>Northampton, MA</b>
<b>EXPERIENCE</b> <b>Summer 2009</b>	<b>PACIFIC GAS &amp; ELECTRIC CORPORATION</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Performed statistical analysis of \$5 MM financial impacts of a change in employee vacation policy and identified drivers of largest financial impacts. Presented findings and recommendations to CFO.</li><li>• Evaluated the economics, volume of resources, and financing options of the biogas sector for opportunities to generate renewable electricity to meet regulatory requirements.</li></ul>	<b>San Francisco, CA</b>
<b>Summer 2008</b>	<b>GREENHOUSE GAS SERVICES, A GE AES VENTURE</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Conducted comprehensive analysis of \$330 MM North American carbon market including size, value, current and future prices for credits, established and emerging technologies, customers, competitors, and development of certification standards; presented findings to CEO to inform 5 year strategy development process.</li></ul>	<b>Arlington, VA</b>
<b>M.A.P. 2008</b>	<b>INTEL CAPITAL</b> <b>MAP Consultant</b> <ul style="list-style-type: none"><li>• Researched technologies, policies and other market forces that may support a vehicle-to-grid infrastructure to create a framework for evaluating investment opportunities. Presented actionable investment strategy to President of Intel Capital.</li></ul>	<b>Hillsboro, OR</b>
<b>2004-2007</b>	<b>CENTER FOR RESOURCE SOLUTIONS</b> <b>Program Associate</b> <ul style="list-style-type: none"><li>• Analyzed program cost structure and proposed new fee schedule based on sales volume; resulted in program self-sufficiency and increased revenue from fees by 72% over two years.</li><li>• Led team of six experts in organization's largest policy initiative to standardize national clean energy certification program; negotiated with over 2000 stakeholders, proposal approved by program board, adopted by the EPA Green Power Partnership.</li></ul>	<b>San Francisco, CA</b>
<b>2002-2004</b>	<b>SENTECH, INC. ALTERNATIVE ENERGY CONSULTING</b> <b>Research Analyst</b> <ul style="list-style-type: none"><li>• Collaborated with World Bank on two strategy reports for developing a clean energy program in Shanghai; recommended strategies for program structure and marketing; resulted in launch of proposed program in 2005.</li><li>• Audited building data to identify application process bottlenecks; recommended approaches to increase the number of eligible buildings applying for the EPA's ENERGY STAR Label.</li></ul>	<b>Bethesda, MD</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Led collegiate rowing team to inaugural NCAA Division III National Championship.</li><li>• Master's Project sponsored by American Wind Energy Association - The Case for New Transmission in the U.S.: Meeting the Need for Large-Scale Renewable Energy.</li></ul>	

# DAVID FRIBUSH

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> Master of Business Administration, April 2010 <ul style="list-style-type: none"><li>• Interest: Entrepreneurial solutions for profitable sustainability</li><li>• GMAT: 770 (99th Percentile)</li><li>• Faculty nominated to McKinsey Strategy Scholar and Marketing Scholar competitions (top 3% of class). Named McKinsey Marketing Scholar.</li><li>• Semifinalist: DTE and MIT Clean Energy Prize competitions</li></ul> <b>School of Natural Resources &amp; Environment</b> Master of Environmental Science, April 2010	<b>Ann Arbor, MI</b>
	<b>WESLEYAN UNIVERSITY</b> Bachelor of Arts, June 1993	<b>Middletown, CT</b>
<b>EXPERIENCE</b>	<b>VERMONT ENERGY INVESTMENT CORPORATION</b> <b>Summer MBA Intern</b> <ul style="list-style-type: none"><li>• Researched and wrote white paper on emerging Smart Grid technologies and their implications for regulators and consumers.</li></ul>	<b>Burlington, VT</b>
<b>Summer 2009</b>		
<b>M.A.P. 2009</b>	<b>NAIOT VENTURE ACCELERATOR - THE OFER GROUP</b> <b>MAP Consultant</b> <ul style="list-style-type: none"><li>• Conducted current analysis of European and U.S. venture capital industry (medical devices and IT) and prepared strategic recommendations for Naiot.</li></ul>	<b>Ann Arbor, MI</b>
<b>Summer 2008</b>	<b>JOHNSON CONTROLS, INC. BUILDING EFFICIENCY</b> <b>Summer MBA Intern, Global Energy &amp; Sustainability Team</b> <ul style="list-style-type: none"><li>• Developed strategic recommendations for CEO on business opportunities emerging with the Smart Grid. Results presented to influential institutional investor group.</li><li>• Researched non-market barriers to efficiency investments in commercial buildings.</li></ul>	<b>Milwaukee, WI</b>
<b>2006-2007</b>	<b>ROCKY MOUNTAIN INSTITUTE</b> <b>Fellow</b> <ul style="list-style-type: none"><li>• Created and produced content for RMI's client, GreenFit, a web and video production company focused on sustainability.</li><li>• Produced and directed "RMI25: A RetroFuturespective," a promotional video celebrating RMI's past, current, and future work.</li></ul>	<b>Snowmass, CO</b>
<b>2003-2005</b>	<b>ANDRITA STUDIOS</b> <b>Senior Producer, On-Air Promotions</b> <ul style="list-style-type: none"><li>• Produced, directed, and edited commercials, promotions and marketing initiatives for cable television. Responsible for all aspects of production including concept and story development, managing creative and production teams, interfacing with Network clients, and overseeing production budgets.</li></ul>	<b>Los Angeles, CA</b>
<b>2000-2003</b>	<b>THIS SIDE OF THE FENCE PRODUCTIONS</b> <b>Director, Producer, Editor, Writer</b> <ul style="list-style-type: none"><li>• Freelance writer, producer, and director of various film and video projects. Clients included Ford, State of California, Warner Bros., and others.</li><li>• Awards included Best Short Film, Newport Beach Film Festival, Audience and Grand Jury awards, D.C. Independent Film Festival.</li></ul>	<b>Los Angeles, CA</b>
<b>1998-1999</b>	<b>STATE OF CALIFORNIA</b> <b>Producer, Writer</b> <ul style="list-style-type: none"><li>• Wrote and produced entertainment-focused educational series for the state of California. Winner: Robert Townsend Award for Special Achievement in Educational Programming, 1998 San Diego Film Festival.</li></ul>	<b>Los Angeles, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Hobbies: Outdoor sports, yoga, classical guitar, Argentinean tango, and travel.</li></ul>	

# ELIZABETH GRIFFIN

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS Erb Institute for Global Sustainable Enterprise, 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Energy Policy</li><li>• GMAT 710 (93rd Percentile)</li><li>• Candidate for graduation with High Distinction</li><li>• Member of Energy Club, Net Impact Club, Emerging Markets Club</li><li>• 2nd Place Nationally: Net Impact's Philadelphia Green Venture Capital Case Competition</li></ul>	<b>Ann Arbor, MI</b>
	<b>GEORGETOWN UNIVERSITY</b> Bachelor of Arts in English, May 2005 <ul style="list-style-type: none"><li>• Concentration GPA: 3.65; National Merit Scholar</li><li>• Minors in Biology and Environmental Studies</li></ul>	<b>Washington, DC</b>
<b>EXPERIENCE</b>	<b>NATIONAL GRID USA OPERATIONS PERFORMANCE</b> <b>Strategic Consulting Intern, Analysis &amp; Process Improvement</b> <ul style="list-style-type: none"><li>• Developed software model for aggregate-level resource planning and scenario analysis for U.S. Gas Distribution; designed process to support implementation and continued use</li><li>• Facilitated progressive workshops for internal clients and executive stakeholders</li></ul>	<b>Waltham, MA</b>
<b>Summer 2009</b>	<b>Multidisciplinary Action Project Consultant</b> <ul style="list-style-type: none"><li>• Formulated aggregate planning process to more accurately forecast resource needs and optimize resource allocation for U.S. Gas Distribution, a \$700M+ business unit</li></ul>	
<b>M.A.P. 2009</b>		
<b>Summer 2008</b>	<b>THE WILDERNESS SOCIETY</b> <b>Hewlett Fellow, Renewable Energy &amp; Climate Change</b> <ul style="list-style-type: none"><li>• Created organizational strategy to guide the development of renewable energy projects on public lands by engaging renewable energy developers, state and federal regulators, and local stakeholders; presented plan to senior leadership</li><li>• Organized coalition of conservation groups focused on siting and land-use issues associated with development of renewable energy and transmission</li><li>• Analyzed projected electricity demand, state renewable portfolio standards, and 150+ current development proposals to identify hot spots of renewable energy development on public lands</li></ul>	<b>Washington, DC</b>
<b>2006-2007</b>	<b>NATIONAL AUDUBON SOCIETY</b> <b>Intern, Public Policy</b> <ul style="list-style-type: none"><li>• Lobbied Congressional offices and helped prepare Congressional testimony on environmental issues, including wind energy and climate change policy</li><li>• Evaluated editorial coverage of climate change policy in 30+ major newspapers; analysis used to guide the development of Audubon's climate change media strategy</li></ul>	<b>Washington, DC</b>
<b>2005-2006</b>	<b>TRUIST FKA CREATEHOPE, INC</b> <b>Coordinator, Client Services</b> <ul style="list-style-type: none"><li>• Vetted and approved payroll deduction files and fund distribution reports to guarantee accurate distribution of over \$10 million in client funds each year; performed process with 100% accuracy</li><li>• Designed, implemented, and managed system for processing client paper pledge forms, reducing processing time by three+ weeks and facilitating corporate audit process</li><li>• Worked with a team to create and manage emergency philanthropy campaigns for 12 different clients, raising \$8+ million in the four weeks following Hurricane Katrina</li></ul>	<b>Washington, DC</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Master's project analyzing the relationship between biofuels subsidies and agricultural land use in the Great Plains; presented findings at U.S. Senate, U.S. Department of Energy, U.S. Department of Agriculture, and National Wildlife Federation</li><li>• Proficient in ArcView Geographic Information System (GIS) software</li></ul>	

# PAUL W. GRUBER

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources &amp; Env</b> Master of Business Administration / Master of Science in Sustainable Systems, May 2010 <ul style="list-style-type: none"><li>• Emphases: Water, Renewable Energy, &amp; International Business</li><li>• Master's Practicum: "Global Lithium Availability for an Electric Car Future"</li><li>• Winner: Dare to Dream Assessment Grant for web security business A2Secure</li><li>• Winner: National Fdn for Teaching Entrepreneurship/Net Impact Case Competition</li><li>• Renewable Energy Peer Mentor &amp; VP Career Development, Net Impact club</li></ul>	<b>Ann Arbor, MI</b>
	<b>MIDDLEBURY COLLEGE</b> Bachelor of Arts in International Studies, January 2004 <ul style="list-style-type: none"><li>• Founding member and alumnus speaker: Careers in the Common Good</li><li>• Co-Chair: Graduation Pledge of Environmental/Social Responsibility</li></ul>	<b>Middlebury, VT</b>
<b>EXPERIENCE</b> <b>Summer 2010</b>	<b>TURLEROCK GREENTECH LLC</b> <b>Associate</b> <ul style="list-style-type: none"><li>• Co-wrote and won \$35 million DOE grant for advanced lithium-ion battery manufacturing client</li><li>• Recruited core entrepreneurial team and co-managed strategic direction of new enterprise, including consulting, venture development, and not-for profit divisions</li><li>• Led project to research market for alloy foam material in supercapacitors</li><li>• Led project on consumer awareness of green building and formation of national green building foundation</li></ul>	<b>Ann Arbor, MI</b>
<b>Summer 2008</b>	<b>THE WATER INITIATIVE</b> <b>Business Development Consultant</b> <ul style="list-style-type: none"><li>• Drafted TWI's first business plan and field process/lessons learned document for point-of-use water filtration business</li><li>• Planned and conducted 16 business planning workshops for 30 community members</li></ul>	<b>Torreón, Mexico</b>
<b>M.A.P. 2008</b>	<b>BUSINESS FOR SOCIAL RESPONSIBILITY</b> <b>MBA Consultant</b> <ul style="list-style-type: none"><li>• Analyzed economic, regulatory, and social factors influencing water management practices in apparel factories in Guangdong province</li><li>• Developed and presented recommendations to apparel brands and suppliers on improving water quality and efficiency, resulting in better monitoring and management</li></ul>	<b>Guangzhou, China</b>
<b>2004-2007</b>	<b>STRATEGIES FOR INTERNATIONAL DEVELOPMENT</b> <b>Program Director, 2005-2007</b> <ul style="list-style-type: none"><li>• Initiated Individual Donor Fundraising program, raising over 8% of revenue in 2 years</li><li>• Changed program model in Bolivia/Guatemala from product to market focus, increasing coffee farmer income 117% in 1 year</li><li>• Identified and recruited four new Board members to increase fundraising and PR</li></ul> <b>Program Manager, 2004-2005</b> <ul style="list-style-type: none"><li>• Secured \$240,000 in grants from World Bank (31 winners out of 2,600 applicants), Tinker Foundation, and Google</li><li>• Developed PR presentation strategy: first-ever video, news releases, case studies, fact sheets, donor appeals; promoted branding strategy assessment</li></ul>	<b>Arlington, VA</b>
<b>2004</b>	<b>KAISER ASSOCIATES, INC.</b> <b>Associate Consultant</b> <ul style="list-style-type: none"><li>• Led primary/secondary competitive analysis research for Fortune 500 print media, telecommunications, online research, and business information services clients</li></ul>	<b>Washington, DC</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Proficient in oral/written Spanish</li><li>• Worked in Central and South America (once kidnapped)</li><li>• Enjoy painting, soccer, hiking, snowboarding</li></ul>	

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> Master of Business Administration, April 2010 <ul style="list-style-type: none"><li>• Emphases in Finance and Strategy</li><li>• Member of Finance Club and Net Impact</li><li>• Board Fellow with Nonprofit and Public Management Center</li><li>• Elected Academic Representative by 70-member section</li></ul> <b>School of Natural Resources and Environment</b> Master of Science, April 2010 <ul style="list-style-type: none"><li>• Master's Project: Developed sustainable management plan for Boyne Mountain Resort</li></ul> <b>GEORGETOWN UNIVERSITY</b> <b>School of Foreign Service</b> Bachelor of Science of Foreign Service, May 2004 <ul style="list-style-type: none"><li>• Planned and organized three annual conferences for emerging world leaders</li></ul>	<b>Ann Arbor, MI</b>          <b>Washington, DC</b>
<b>EXPERIENCE</b> <b>Summer 2008</b>	<b>HOLCIM (US) INC.</b> <b>Environmental Affairs Intern</b> <ul style="list-style-type: none"><li>• Conducted site visits of eight US cement plants to interview plant leadership and gather data for company's first sustainable development/corporate social responsibility report</li><li>• Developed recommendations for content and format of report, which included comprehensive report outline with supporting data and content</li><li>• Identified strengths and weaknesses of company's approaches to conservation and community engagement and suggested action-steps to capitalize on strengths and improve weaknesses</li></ul>	<b>Ann Arbor, MI</b>
<b>M.A.P. 2008</b>	<b>ARAVIND EYE HOSPITAL</b> <b>MAP Consultant</b> <ul style="list-style-type: none"><li>• Developed strategy for expansion of managed-care facilities, which included recommendations for improved demand generation and pricing processes</li><li>• Documented infrastructure requirements for new facilities and created blueprint for future hospitals</li></ul>	<b>Madurai, India</b>
<b>2004-2006</b>	<b>PEACE CORPS</b> <b>Environmental Action Agent</b> <ul style="list-style-type: none"><li>• Established and directed cooperative with fourteen beekeepers, which enabled a 50% price increase for honey and 200% increase in market size after analysis of local honey market through feasibility study</li><li>• Analyzed cost aspects of problems in rural Beninese community by planning, budgeting, and securing 100% financing for five grant proposals, which led to improved sanitation and environmental health</li><li>• Directed needs-assessment activities with five community groups through identification of over \$2000 of previously unrecognized local resources</li><li>• Collaborated with government and nonprofit organization officials to analyze and revise Peace Corps Benin's Environmental Action Program strategy, which led to fundamental change in volunteer training program</li></ul>	<b>Guene and Cotonou, Benin</b>
<b>2002-2003</b>	<b>IUCN, THE WORLD CONSERVATION UNION</b> <b>Intern</b> <ul style="list-style-type: none"><li>• Evaluated distribution of park revenues to seven rural villages through fieldwork at Djoudj National Bird Sanctuary, synthesized in 25-page report shared with international donors for use in allocating contributions</li></ul>	<b>Dakar, Senegal</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Enjoy learning languages, speak French (fluent), Arabic (basic)</li><li>• Traveled to eight West African countries</li><li>• Dined with Prince Felipe of Spain- twice</li><li>• Summer 2009: Consulted for Erb Institute in Marketing</li></ul>	

# AARON JAMES

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / Natural Resources and Environment</b> Master of Business Administration and Master of Science, May 2010 <ul style="list-style-type: none"><li>• Emphases in general management and corporate strategy</li><li>• Awarded Percy Scholarship for service to Erb Institute for Global Sustainable Enterprise</li><li>• Elected VP Ross Net Impact; Student Advisory Board for Dean's Leadership Initiative</li></ul> <b>College of Literature, Science, and the Arts</b> Bachelor of Science in Social Science, May 2001 <ul style="list-style-type: none"><li>• GPA 3.8/4.0, Graduated with Honors</li></ul>	<b>Ann Arbor, MI</b>
<b>EXPERIENCE</b> Summer 2009	<b>MEADOWLARK ENERGY EFFICIENCY</b> <b>Business Development Consultant</b> <ul style="list-style-type: none"><li>• Developed information systems for rapid deployment of energy efficiency auditing and construction services, reducing critical path service timeline by 30%</li><li>• Created real time customer ROI calculations by automating cost data for home energy retrofits, increasing on-site sales by 15%</li><li>• Evaluated industry structure in computer software and home construction industries, resulting in distinct legal entities to maximize exit options and mitigate risk</li></ul>	<b>Ann Arbor, MI</b>
2008-2009 Part-time	<b>UNIVERSITY OF MICHIGAN GRAHAM INSTITUTE</b> <b>Co-Director, Student Sustainability Initiative</b> <ul style="list-style-type: none"><li>• Planned enterprise-wide sustainability strategy, presented to UM Board of Regents resulting in President's comprehensive initiative to green \$5B university</li><li>• Produced organizational model for cross-functional integration enabling creation of President's Sustainability Executive Council and Office of Campus Sustainability</li><li>• Managed student and administrator collaboration for increased building efficiency leading to new energy standard 30% above ASHRAE 2007</li></ul>	<b>Ann Arbor, MI</b>
Summer 2008	<b>NET IMPACT CENTRAL</b> <b>Strategic Planning Intern</b> <ul style="list-style-type: none"><li>• Designed new budget plan with COO, determined indirect costs of foundation grants, delivering recommendation for 50% reduction in reliance on grant funding</li><li>• Analyzed customer surveys, identified distinct retention rates among customer segments, producing new segmentation model for 90% retention</li></ul>	<b>San Francisco, CA</b>
Summer 2007	<b>THE RURAL LANDSCAPE INSTITUTE</b> <b>Business Development Intern</b> <ul style="list-style-type: none"><li>• Appraised market feasibility for upland bird hunting business segment in the Northern Great Plains, determining opportunities for entering \$22B US hunting market</li><li>• Formulated start-up plan with recommendations for operations, marketing, finance, and risk management to guide 50% enterprise growth over three years</li></ul>	<b>Bozeman, MT</b>
2001-2006	<b>UNIVERSITY OF MICHIGAN PROGRAM ON INTERGROUP RELATIONS</b> <b>Program Manager, 2002-2006</b> <ul style="list-style-type: none"><li>• Managed operations for campus-wide intercultural education program, teaching conflict management skills to over 1,000 students per year</li><li>• Organized needs assessment, design and implementation of web-based course placement system resulting in optimized student placement and 50% reduced staff time</li><li>• Generated growth strategies for residential and co-curricular education, developed presentation and internal sales pitch, resulting in 70% increase in program reach</li></ul> <b>Program Assistant, 2001-2002</b> <ul style="list-style-type: none"><li>• Overhauled marketing materials and created new website, brochure and video, increasing enrollment 200%</li></ul>	<b>Ann Arbor, MI</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Wrote and performed rap about Ross School of Business for 370 admitted MBA students</li><li>• Harvard Graduate School of Design: 6-week course in architecture and urban design</li></ul>	

# ARIE JONGEJAN, CPA

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Environmental Science</b> Master of Business Administration / Master of Science, April 2010 <ul style="list-style-type: none"><li>• Leader of the Clean Tech team of the Wolverine Venture Fund, a \$3.5M student run venture capital fund at the University of Michigan.</li><li>• 2008-09 Zell Lurie and Erb Institute Returning Entrepreneurial Scholar</li><li>• Co-wrote a business plan for a unique PHEV / super capacitor technology. 4th place in 2008 Clean Tech Venture Challenge in Denver, CO.</li></ul>	<b>Ann Arbor, MI</b>
<b>EXPERIENCE</b> 2009-Present Summer	<b>DTE ENERGY COMPANY</b> <b>Advance Degree Development Program - Finance Intern, 2009</b> <ul style="list-style-type: none"><li>• Prepared the business case for DTE's \$60M Street Light business to enter the private outdoor lighting market, resulting in expected annual sales increase of ~\$20M by 2010.</li><li>• Modeled the lifetime unit economics of 6,000 unique street light configurations, which resulted in a reduced product offering of &lt; 100 light configurations. Expected pre-tax profits should increase 18% by 2010.</li><li>• On a separate project, I am designing three dynamic electricity pricing pilots, coupled with enabling technology, for DTE to implement to understand customer peak load reduction response to different price signals.</li></ul>	<b>Detroit, MI</b>
M.A.P. 2009	<b>UNITED SOLAR OVONIC (UNI-SOLAR)</b> <b>Consultant</b> <ul style="list-style-type: none"><li>• Analyzed solar PV markets to identify opportunities for new product applications and delivered business case analyses along with recommendations to senior management resulting in further exploration of recommended application by client.</li><li>• Develop methodology to evaluate new product applications for volume potential, margin, competitive advantage, and feasibility</li></ul>	<b>Auburn Hills, MI</b>
Summer 2008	<b>E+CO ENERGY THROUGH ENTERPRISE</b> <b>Energy and Microfinance Consultant</b> <ul style="list-style-type: none"><li>• Conducted investment due diligence on small to medium size energy companies in Central America. Delivered \$10M USD in potential investments.</li><li>• Facilitated partnerships between 3 alternative energy companies and 9 microfinance institutions. This led to the launch of an energy lending pilot program in Nicaragua.</li></ul>	<b>Bloomfield, NJ</b>
2006-2007	<b>BORDER GREEN ENERGY TEAM</b> <b>Project Manager - Renewable Energy</b> <ul style="list-style-type: none"><li>• Managed a \$125,000 United Nations funded project to design and install eight solar / diesel hybrid systems in seven refugee camps along the Thailand and Burma border.</li><li>• Identified key strategies and developed 1- and 3-year operational and strategic plans to determine growth, suppliers, sustainability, technology and projects; submitted plans and received approval from NGO founders.</li></ul>	<b>Mae Sot, Thailand</b>
2002-2006	<b>DELOITTE &amp; TOUCHE LLP</b> <b>Senior Accountant</b> <ul style="list-style-type: none"><li>• Managed multiple audit engagements, with a staff of up to 8, colleagues from 3 offices, managers, partners, and clients. Budgets exceeded 6,500 annual hours and \$2M in fees.</li><li>• Drafted financial statements (B/S, IS, Cash Flows, etc.) and related disclosures for several private firms.</li></ul>	<b>San Francisco, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Awarded the Jewel Heart "Compassion in Action Award," in person, by His Holiness the Dalai Lama for my work in Thailand / Burma.</li><li>• Issued Certified Public Accountant (CPA) License in 9/05.</li><li>• Speak fluent Spanish, basic Thai and basic Karen language.</li><li>• Avid backpacker, soccer player, traveler and reader of non-fiction.</li></ul>	

# BRIAN KATZMAN

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> Master of Business Administration, April 2010 <ul style="list-style-type: none"><li>• Emphasis in General Management in Renewable Energy</li><li>• Prior Managing Director of the Frankel Commercialization Fund</li><li>• Zell Lurie Scholar</li><li>• Executive Co-chair of the Renewable Energy Case Competition</li></ul> <b>School of Natural Resources and Environment</b> Master of Science, Sustainable Systems, April 2010 <ul style="list-style-type: none"><li>• Erb Institute Fellow with emphasis in Renewable Energy</li></ul>	<b>Ann Arbor, MI</b>
	<b>NORTHWESTERN UNIVERSITY</b> <b>College of Arts &amp; Sciences</b> Bachelor of Arts, Environmental Science & Philosophy, June 1998	<b>Evanston, IL</b>
<b>EXPERIENCE</b>	<b>AXIO POWER, INC.</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Developed methodology for the screening and development of brownfield properties into utility scale solar projects.</li><li>• Created a cost-benefit analysis and process for the development of BLM lands for utility scale solar projects.</li></ul>	<b>San Juan Capistrano, CA</b>
<b>Summer 2009</b>	<b>SUNPOWER CORPORATION NEW HOMES DIVISION</b> <b>Business Development Associate</b> <ul style="list-style-type: none"><li>• Built pricing model, analyzed results, and recommended a pricing strategy for the SunPower-Access Lease.</li><li>• Analyzed policy and economic incentives for new geographic markets.</li></ul>	<b>Richmond, CA</b>
<b>Summer 2008</b>	<b>GOOGLE, INC. CORPORATE DEVELOPMENT</b> <b>Integration Associate</b> <ul style="list-style-type: none"><li>• Led and managed international cross-functional teams to conduct due diligence and develop and execute each integration plan on time.</li><li>• Successfully integrated Adscape, Trendalyzer (Gapminder.org), Marratech, Peakstream, and Panoramio.</li></ul>	<b>Mountain View, CA</b>
<b>2006-2007</b>	<b>GOOGLE, INC. ONLINE SALES &amp; OPERATIONS</b> <b>Trainer/Training Team Lead, 2005-2006</b> <ul style="list-style-type: none"><li>• One of four individuals tasked with establishing an AdWords customer support center in Hyderabad, India.</li><li>• Managed new hire training process enabling our office to grow faster than any Google office worldwide.</li></ul>	<b>Hyderabad, India</b>
<b>2003-2006</b>	<b>Account Manager, 2003-2005</b> <ul style="list-style-type: none"><li>• Managed over 120 accounts representing more than \$35 million in annual revenue.</li></ul>	<b>Mountain View, CA</b>
<b>2001-2003</b>	<b>DEER VALLEY RESORT MOUNTAIN OPERATIONS</b> <b>Ski Patrol</b> <ul style="list-style-type: none"><li>• Provided outdoor emergency medical care, lift evacuation, and avalanche control.</li></ul>	<b>Park City, UT</b>
<b>1999-2001</b>	<b>KAPLAN EDUCATIONAL CENTERS SCORE!</b> <b>Center Director</b> <ul style="list-style-type: none"><li>• Managed 2 full-time and 10 part-time employees, recruited staff, led start-up training, and managed center metrics.</li><li>• Grew the nation's poorest performing center's (Moraga) membership by 40%, and led the center to profitability within four months.</li></ul>	<b>Pleasanton, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Hobbies include: rock climbing, yoga, cycling, magic, and reading.</li></ul>	

**JULIA M. KOSLOW**  
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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS Erb Institute for Global Sustainable Enterprise, May 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Sustainability</li><li>• President of Real Estate Club, 2009-10; Member of Consulting Club and Net Impact</li><li>• Selected by MBA Section as representative in Leadership Crisis Challenge, January 2009</li><li>• Career Counselor, Office of Career Development, 2008-2010</li><li>• Awarded Michigan Urban Land Institute Scholarship, 2007 and 2008</li></ul>	<b>Ann Arbor, MI</b>
	<b>UNIVERSITY OF NOTRE DAME</b> <b>School of Architecture</b> Bachelor of Architecture, May 2002 <ul style="list-style-type: none"><li>• Graduated Cum Laude (3.53) with emphasis in Urban Design</li><li>• Awarded School of Architecture Student Leadership Award</li><li>• Awarded summer internships in Dublin, Ireland, and San Jose, Costa Rica</li></ul>	<b>Notre Dame, IN</b>
<b>EXPERIENCE</b> <b>Summer 2009</b>	<b>JOHNSON CONTROLS, INC. - BUILDING EFFICIENCY</b> <b>Program Manager</b> <ul style="list-style-type: none"><li>• Built competitive analysis, market research, and pricing model for new product launch; Projected increase of \$1.5M in revenue in first year, presented by CEO as Q3 highlight on analyst call</li><li>• Created global greenhouse gas survey and analyzed results to increase market reputation and sales; Presented results to 30 Fortune 1000 clients</li></ul>	<b>Milwaukee, WI</b>
<b>M.A.P. 2009</b>	<b>AMERIPRISE FINANCIAL, INC.</b> <b>Consultant</b> <ul style="list-style-type: none"><li>• Analyzed internal and external strategies for innovation in the life insurance industry; Delivered results to 8-person Executive team</li></ul>	<b>Minneapolis, MN</b>
<b>Summer 2008</b>	<b>INTERNATIONAL IRON AND STEEL INSTITUTE</b> <b>Consultant</b> <ul style="list-style-type: none"><li>• Quantified environmental impacts for 11-story building in China using life-cycle assessment (LCA); Identified electricity as 93% contributor of greenhouse gas impacts</li><li>• Strategized methods to increase steel market share in urban buildings; Recommended using steel's 29% construction period reduction as key variable</li><li>• Wrote white paper on LCA methodology for residential building sector; Presented findings in London at international conference</li></ul>	<b>Ann Arbor, MI</b>
<b>2006-2007</b>	<b>RUGO/RAFF LTD</b> <b>Project Manager</b> <ul style="list-style-type: none"><li>• Evaluated 3 green strategies in a high-performance home; Recommended closed-loop geothermal system resulting in 9% annual energy savings</li><li>• Managed 6-person team through \$200,000 design and installation phases for a 1,000 sqft kitchen renovation; Exceeded client expectations and led to second project contract</li></ul>	<b>Chicago, IL</b>
<b>2002-2006</b>	<b>TORTI GALLAS AND PARTNERS</b> <b>Associate</b> <ul style="list-style-type: none"><li>• Analyzed and mitigated project site constraints to create phased Master Plan for 2,100 homes in 12 distinct military family neighborhoods; Won numerous design awards</li><li>• Identified opportunities and challenges for city growth with municipal stakeholders; Created 50-year vision and implementable strategy through phased master plan</li><li>• Initiated firm-wide strategic marketing project to increase focus on sustainable design practices; Led internal educational series and project review process</li></ul>	<b>Silver Spring, MD</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Registered Architect; LEED Accredited Professional since 2003</li><li>• Fluent in Spanish</li><li>• Completed 2 half-marathons and 1 sprint triathlon</li><li>• Opera aficionada; Favorite is Puccini's "La Tosca"</li></ul>	

# THOMAS J. LEAHY

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> Master of Business Administration / Master of Science, 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Energy</li><li>• Awarded Dean's Fellowship</li><li>• Selected to be Team Leader on \$3.5M Wolverine Venture Fund</li><li>• Director of Erb Speaker Series program</li><li>• GMAT: 760 (99th percentile)</li></ul>	<b>Ann Arbor, MI</b>
	<b>GEORGETOWN UNIVERSITY</b> Bachelor of Arts, Political Economy, May 2002 <ul style="list-style-type: none"><li>• GPA: 3.79/4.0</li><li>• Honors: Magna Cum Laude, Phi Beta Kappa</li></ul>	<b>Washington, DC</b>
<b>EXPERIENCE</b>	<b>WASTE MANAGEMENT, INC. - S4 ENERGY SOLUTIONS, LLC</b>	<b>Houston, TX</b>
<b>2009-Present</b>	<b>Associate</b> <ul style="list-style-type: none"><li>• Leading strategic review of market opportunity. Segmented market by analyzing trends in waste and energy industries to determine optimum entry and growth strategy</li><li>• Developed competitive analysis outlining S4's positioning in relation to other players</li></ul>	
<b>Part-time</b>		
<b>Summer 2009</b>	<b>WASTE MANAGEMENT, INC.</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Led statistical analysis of key company revenue drivers to inform future investment strategy. Findings incorporated into presentation to CEO and other executives</li><li>• Built valuation models for potential acquisitions; identified concerns with a proposed multi-\$100K compensation plan leading to its exclusion from the deal terms</li><li>• Identified optimal structure for a large financial transaction, which ensured fair valuation and alignment of incentives</li></ul>	<b>Houston, TX</b>
<b>Summer 2008</b>	<b>PACIFIC GAS &amp; ELECTRIC CORPORATION</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Analyzed competitive landscape of solar energy technologies and used cost and technological feasibility projections to develop recommendations for senior executives</li><li>• Presented scenario analysis of potential solar energy strategies to employees throughout the organization. Analysis confirmed and further supported existing strategy</li><li>• Worked with cross-functional PG&amp;E team to successfully meet a one-week deadline for submission of a DOE grant application</li></ul>	<b>San Francisco, CA</b>
<b>2002-2007</b>	<b>NYSE GROUP</b> <b>Risk Associate - Risk Assessment Unit</b> <ul style="list-style-type: none"><li>• Evaluated financial assets, analyzed investment performance, and translated the information into accessible reports upon which legal decisions were made</li><li>• Created statistical metrics to process raw sales practice data to identify high-potential, actionable projects. Presented metrics to multiple Division VPs; metrics were used to determine where to deploy NYSE Regulation resources</li><li>• Researched investment strategies, mechanics, and asset diversification in the Exchange Traded Fund industry; wrote investor-targeted guidance which was published on the NYSE website and received media coverage</li><li>• Led a team of future users and NYSE technology staff to develop group's project management system; resulted in sophisticated, flexible product which streamlined operations and was subsequently adopted by an additional NYSE business unit</li></ul>	<b>New York, NY</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Georgetown University Admissions: Alumni Interviewer (October 2003 - Present)</li><li>• Section softball captain; led team to victory in Ross MBA softball tournament</li><li>• Personally distributed thousands of fliers to morning commuters in NYC during the 2005 mayoral campaign</li></ul>	

# THEODORE LUDWICK

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, May 2010 <ul style="list-style-type: none"><li>• Emphasis in Strategy Execution and Renewable Energy</li><li>• Selected: Frankel Early Stage Venture Capital Fund Fellow, Clean Tech Team Leader</li><li>• Elected: VP of Communications, Erb Student Advisory Board</li></ul>	<b>Ann Arbor, MI</b>
	<b>HARVARD UNIVERSITY</b> Bachelor of Arts, June 2003 <ul style="list-style-type: none"><li>• Graduated Cum Laude in Earth and Planetary Sciences</li><li>• Four year member of varsity water polo team</li></ul>	<b>Cambridge, MA</b>
<b>EXPERIENCE</b>	<b>FIRETIDE</b> <b>Finance and Operations Intern</b> <ul style="list-style-type: none"><li>• Analyzed company expenditures, identifying factors behind 3% drop in gross margin and recommending practices to regain higher margins</li><li>• Created new inventory management tool, giving greater visibility into inventory management and reducing evaluation time by 75%</li><li>• Managed customer accounts, collecting \$600k in outstanding accounts receivable and saving an estimated \$50k</li></ul>	<b>Los Gatos, CA</b>
2009	<b>PRATT &amp; WHITNEY POWER SYSTEMS</b> <b>MAP Consultant - Project Manager</b> <ul style="list-style-type: none"><li>• Led team of six students, analyzing market potential for geothermal power generation unit in Texas, segmenting 10,000+ member value chain into 15 optimal customers and creating market entrance strategy</li></ul>	<b>South Windsor, CT</b>
2008-2009	<b>AMERICAN WIND ENERGY ASSOCIATION</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Led development of modeling tool, analyzing case for renewable energy and transmission as alternative to fossil fuels; findings presented at national conference</li></ul>	<b>Ann Arbor, MI</b>
2008	<b>GAS SOUTH LLC</b> <b>Marketing Intern</b> <ul style="list-style-type: none"><li>• Led three person team analyzing customer retention data, identifying attractive customer segments; resulted in restructuring of the sales team incentive structure and expected to increase annual customer retention by 10%</li><li>• Created valuation model for carbon offset product, identifying high value customer acquisition targets; findings presented to executive leadership team</li></ul>	<b>Atlanta, GA</b>
2007-2008	<b>ENXCO, INC.</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Analyzed utility demand for renewable energy projects, recommending development of solar farm; findings presented to CEO and senior executives</li></ul>	<b>Ann Arbor, MI</b>
2006-2007	<b>TIPPIT, INC.</b> <b>Managing Editor</b> <ul style="list-style-type: none"><li>• Designed and implemented site launch, monetization, layout, and growth plans as 13th employee of online media startup; registrations grew 1200% in first year</li></ul>	<b>San Francisco, CA</b>
2003-2007	<b>STANFORD WATER POLO &amp; PALO ALTO HIGH SCHOOL</b> <b>Head Coach</b> <ul style="list-style-type: none"><li>• Led 35 athlete high school program and coached 130 athlete club team; teams were four year league champions and three times bronze medalists at Junior Olympics</li></ul>	<b>Palo Alto, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Dog lover of all breeds, with a particular fondness for fox terriers</li><li>• Harry Potter aficionado, huge Robert Jordan fan, and recent Jim Butcher convert</li><li>• Dabbler in the creative arts: have worked in ceramics, glass blowing and woodworking</li></ul>	

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> Master of Business Administration / Master of Science, April 2010 <ul style="list-style-type: none"><li>• Emphases in Sustainability Strategy and Operations</li><li>• Elected: President (2009), V.P. Events (2008), Conference Director (2008), Net Impact</li><li>• Winner: BCG Mission-Driven Consulting Project; GE Global Citizenship Case Competition; McKinsey Marketing Scholar</li><li>• Member: Operations Management Club, Ross Ski Club, and Wolverine Wine Club</li></ul>	<b>Ann Arbor, MI</b>
	<b>MIDDLEBURY COLLEGE</b> Bachelor of Arts in Economics, May 2004 <ul style="list-style-type: none"><li>• GPA: 3.96/4.0 (Major GPA: 4.0); Phi Beta Kappa, Summa Cum Laude</li><li>• Awarded: Dirks Prize in Economics (achievement and leadership), Wall Street Journal Award (entrepreneurship), and Christian A. Johnson Prize in Economics (highest GPA)</li><li>• Elected: President of 400-member Volunteer Services Organization</li></ul>	<b>Middlebury, VT</b>
<b>EXPERIENCE</b> Summer 2009	<b>DELOITTE CONSULTING, LLP</b> <b>Strategy &amp; Operations Summer Associate</b> <ul style="list-style-type: none"><li>• Developed sustainability reporting recommendations for 700,000-person federal agency; presented report to VP of Sustainability</li><li>• Published whitepaper and developed and delivered training session to promote employee knowledge of and external eminence in lifecycle assessment</li></ul>	<b>Detroit, MI</b>
Summer 2008	<b>TARGET CORPORATION</b> <b>Product Manager Intern</b> <ul style="list-style-type: none"><li>• Redesigned process and tools for importing grocery products, providing a 12-step approach to increase efficiency and effectiveness of bringing new programs to market</li><li>• Devised sourcing roadmap for private label food imports; performed market analysis, evaluated options, and generated stakeholder buy-in; proposed strategy was adopted</li></ul>	<b>Minneapolis, MN</b>
M.A.P. 2008	<b>HOLCIM (US) INC.</b> <b>MAP Consultant</b> <ul style="list-style-type: none"><li>• Analyzed implications of proposed climate change legislation on cement industry and company; identified carbon reduction options totaling \$125M in potential savings</li><li>• Formulated company-wide carbon reduction strategy and developed presentation for CEO regarding economic and environmental benefits</li></ul>	<b>Dundee, MI</b>
2004-2007	<b>DELOITTE CONSULTING, LLP</b> <b>Strategy &amp; Operations Consultant, 2006-2007</b> <ul style="list-style-type: none"><li>• Led redesign of financial closing and reporting process for a publishing company in support of its IPO; presented recommended solution to incoming CEO</li><li>• Designed sales, marketing, and underwriting capabilities for Fortune 100 health insurance company's new line of business; client implemented recommended solution</li><li>• Managed vendor evaluation process for \$20M cross-functional system; created comprehensive scoring and pricing model to facilitate final purchasing decision</li><li>• Developed project scope, approach, and deliverables for four successful sales proposals, generating over \$1M in sales</li><li>• Appointed to lead retention activities for 400-person nationwide consultant / analyst group, improving new hire project placement rates from 36% to 82%</li></ul> <b>Strategy &amp; Operations Business Analyst, 2004-2006</b> <ul style="list-style-type: none"><li>• Analyzed costs and benefits of proposed finance transformation for \$8B title insurance company in business case that supported CFO's decision to invest in \$35M project</li><li>• Initiated launch of regional health care industry newsletter; led team of 14 journalists to publish six issues, thus improving communications and sense of community</li></ul>	<b>Boston, MA</b>  <b>Seattle, WA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Designed and launched computer literacy and job skills program for Boston Chinatown Neighborhood Center; recruited and managed 25 volunteers</li></ul>	

# JENNIFER R. B. MCLAUGHLIN

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, April 2010 <ul style="list-style-type: none"><li>• Emphases in Social Enterprise Management and Environmental Justice</li><li>• Appointed to President's Advisory Committee on Labor Standards and Human Rights</li><li>• Masters Project: "New Mobility: Providing Solutions to Social and Environmental Problems in Urban Slums of Developing Regions," completed April 2009</li><li>• Co-creator and organizer of first annual SMART New Mobility Conference</li><li>• Member: Social Sector Collaborative and Net Impact</li></ul>	<b>Ann Arbor, MI</b>
	<b>UNITED STATES AIR FORCE ACADEMY</b> Bachelor of Science in General Engineering, May 2002 <ul style="list-style-type: none"><li>• Congressional nominations and appointments to U.S. Naval Academy and West Point</li><li>• Elected Squadron Honor Officer, strengthened integrity of cadets through weekly guidance and instruction regarding Cadet Honor Code for 200+ cadets</li></ul>	<b>Colo. Springs, CO</b>
<b>EXPERIENCE</b>	<b>NALU ENTERPRISES, INC.</b> <b>CFO and Co-Founder</b> <ul style="list-style-type: none"><li>• Conducted feasibility study, developed business plan and launched start-up, resulted in establishment and ongoing operations of photovoltaic design firm</li><li>• Designed four custom photovoltaic systems and assisted with roof-top installation, resulted in customer satisfaction and recurring revenues</li></ul>	<b>Ypsilanti, MI</b>
<b>2009-Present</b>		
<b>2009</b>	<b>EUROPEAN-AMERICAN CENTER FOR INTERNATIONAL EDUCATION</b> <b>IMAP Consultant</b> <ul style="list-style-type: none"><li>• Analyzed strategic assets and business lines to maximize earned income while upholding non-profit's mission, resulted in development and recommendation of strategic plan to achieve financial sustainability within five years</li></ul>	<b>Pontlevoy, France</b>
<b>2008</b>	<b>FORD MOTOR COMPANY</b> <b>Sustainable Business Strategies Intern</b> <ul style="list-style-type: none"><li>• Synthesized Ford Urban Mobility Networks (FUMN) business plan for sustainable, equitable mobility for all income levels; led to creation of external FUMN firm</li></ul>	<b>Dearborn, MI</b>
<b>2005-2007</b>	<b>UNITED STATES AIR FORCE - ACTIVE DUTY GLOBAL POSITIONING SYSTEM (GPS)</b> <b>GPS IIF Launch Integration Lead</b> <ul style="list-style-type: none"><li>• Led multi-organizational launch processing schedule review, resulted in schedule reduction from eight months to three</li><li>• Initiated and oversaw contractor study to determine feasibility of launching on existing rocket, saved Air Force \$100M</li></ul>	<b>El Segundo, CA</b>
<b>2005</b>	<b>NASA - JET PROPULSION LABORATORY SPACE INTERFEROMETRY MISSION (SIM)</b> <b>Project Manager</b> <ul style="list-style-type: none"><li>• Selected from among 200 junior officers by NASA JPL to represent Air Force in Education With Industry program</li><li>• Conducted study to determine cause of mirror distortion within interferometer, resulted in end of 1.5 month schedule slip</li></ul>	<b>Pasadena, CA</b>
<b>2003-2005</b>	<b>UNITED STATES AIR FORCE - ACTIVE DUTY SPACE RADAR</b> <b>Chief, Director's Action Group (DAG)</b> <ul style="list-style-type: none"><li>• Developed and led Program Director's Action Group, acted as director's liaison for Congressional reporting to support Department of Defense \$20B satellite program</li><li>• Aligned cost, schedule and performance goals among bi-coastal, multi-agency stakeholders, preserved program funding</li></ul>	<b>El Segundo, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Red Cross Relief Effort; Hurricane Katrina: Louisiana; provided emergency assistance</li><li>• Union Rescue Mission-Los Angeles; Hope Clinic-Ypsilanti; prepare and serve meals</li><li>• Department of Defense (DoD) Secret and Top Secret Clearances, granted 2000 and 2003</li></ul>	

## PABLO A. MEDINA

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, April 2010 <ul style="list-style-type: none"><li>• Emphases in Corporate Strategy and Sustainable Business</li><li>• Completed 3-week European Business study program. Germany, May 2008</li><li>• Co-Chair, FuturTech'09; Logistics Director, NetImpact Conference 2009</li></ul>	<b>Ann Arbor, MI</b>
	<b>UNIVERSIDAD TECNICA FEDERICO SANTA MARIA</b> Bachelor of Science, Industrial Engineering, March 2001	<b>Santiago, Chile</b>
	<b>UNIVERSIDAD DE SANTIAGO</b> Bachelor of Science, Electrical Engineering, July 1996	<b>Santiago, Chile</b>
<b>EXPERIENCE</b>	<b>INTUIT INC.</b>	<b>San Diego, CA</b>
<b>Summer 2009</b>	<b>Energy Consultant - EDF Climate Corps Fellow</b> <ul style="list-style-type: none"><li>• Analyzed investments and savings opportunities associated with energy efficiency projects; developed strategy to obtain one year payback on \$370k investment</li><li>• Managed research of data center energy consumption. Identified projects to reduce consumption by 2.4 MWh and cut green house gas emissions by 12% per year</li></ul>	
<b>Summer 2008</b>	<b>CISCO SYSTEMS, INC.</b> <b>Product Manager Intern</b> <ul style="list-style-type: none"><li>• Managed development of sales tracking application. End product automated sales reporting, allowing Core Routing Group managers faster access to global sales metrics</li><li>• Developed marketing collateral for new product. Identified market niche resulting in clear marketing message and reduced cannibalization of existing product sales</li></ul>	<b>San Jose, CA</b>
<b>M.A.P. 2008</b>	<b>FIRM FLOW, LTD.</b> <b>MBA Consultant</b> <ul style="list-style-type: none"><li>• Developed market entry strategy for software start-up. Interviewed potential customers and evaluated industry trends. Presented results to CEO and company investors, directly helping secure second round investment for the company</li></ul>	<b>London, UK</b>
<b>2005-2007</b>	<b>WELLS FARGO BANK</b> <b>Retail Banker</b> <ul style="list-style-type: none"><li>• Influenced prospective clients to become customers by engaging in active outbound calling while maintaining high level of customer satisfaction. Ranked among district's top five performers with 50-plus new accounts each month</li></ul>	<b>The Dalles, OR</b>
<b>2002-2003</b>	<b>MEDINA CONSULTING</b> <b>Owner - Strategy Consultant</b> <ul style="list-style-type: none"><li>• Formulated strategic plan to position regional university as market leader in technology education. Led implementation of the plan, resulting in 15% enrollment growth</li><li>• Guided IT executives of large conglomerate through consolidation of IT infrastructure. New network doubled previous performance and reduced operational costs by 10%</li></ul>	<b>Punta Arenas, Chile</b>
<b>1999-2002</b>	<b>MAGENTA TECHNOLOGY</b> <b>Product Manager</b> <ul style="list-style-type: none"><li>• Analyzed demand drivers and evaluated distribution channels. Devised strategy to increase high tech products' sales, resulting in year-over-year sales increase of 15%</li></ul>	<b>Santiago, Chile</b>
<b>1996-1999</b>	<b>BANCOSANTIAGO</b> <b>Telecommunications Department Manager, Bansolucion, 1998-1999</b> <ul style="list-style-type: none"><li>• Negotiated with 30-plus contractors serving 170 branches across Chile. Modernized IT network, increased Service Level Agreements, and reduced IT operation expenses 15%</li></ul>	<b>Santiago, Chile</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• 2004. Hiked 2,175 mile Appalachian Trail during yearlong sabbatical</li><li>• 2006-2007. President of The Dalles Area Habitat for Humanity</li><li>• US Permanent Resident</li></ul>	

# MARK MICHELIN

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EDUCATION	UNIVERSITY OF MICHIGAN Ross School of Business / Natural Resources and Environment Master of Business Administration / Master of Science, April 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Environmental Sustainability</li><li>• Candidate for graduation with High Distinction</li><li>• 770 GMAT - 99th percentile</li><li>• Member: Net Impact, Community Consulting Club, Triathlon Club, Director of Logistics and Eco-Friendliness for Net Impact Forum</li><li>• Finalist GE and P&amp;G Global Corporate Citizenship Competition</li><li>• Nominated for McKinsey Marketing Scholar Award (Top 3% of Class)</li><li>• Selected as a tutor for MBA core Finance and Economics classes</li></ul>	Ann Arbor, MI
	STANFORD UNIVERSITY BA Economics & BS Mechanical Engineering, September 2002 <ul style="list-style-type: none"><li>• 4-year member of NCAA Division I champion swimming and diving team</li></ul>	Stanford, CA
EXPERIENCE Part-time 2008	ENVIRONMENTAL DEFENSE FUND Freelance Consultant <ul style="list-style-type: none"><li>• Authored financial outcomes and cost recovery section of grant proposal to Walton Family Foundation to promote market based conservation programs for fisheries</li></ul>	Washington, DC
Summer 2008	GORDON AND BETTY MOORE FOUNDATION Sustainable Finance Intern <ul style="list-style-type: none"><li>• Generated financial projections for fisheries considering market based conservation methods and analyzed feasibility of implementing cost recovery mechanisms; results used to inform grant making strategy for \$18M Marine Conservation Initiative</li><li>• Presented findings to Environmental Defense Fund's San Francisco and Boston offices</li></ul>	San Francisco, CA
M.A.P. 2008	HOLCIM (US) INC. M.A.P. Student Consultant <ul style="list-style-type: none"><li>• Analyzed implications of proposed climate change legislation; modeled financial and environmental outcomes of various greenhouse gas reduction strategies</li><li>• Developed company-wide greenhouse gas reduction strategy and conferred with CEO regarding economic and environmental benefits</li></ul>	Dundee, MI
2001-2007	VARIAN, INC. Associate Staff R & D Engineer, 2005-2007 <ul style="list-style-type: none"><li>• Managed \$200K research project to identify best technology for next generation product; presented results to senior management and selected to lead product development project using this new technology</li><li>• Planned and managed \$700K project and five person team to develop new automation product using new technology</li><li>• Developed prototype program to automate the testing of scientific instruments; resulted in improved measurement repeatability and 25% reduction in test time</li></ul> <p>Junior and Associate Staff Manufacturing Engineer, 2001-2005</p> <ul style="list-style-type: none"><li>• Addressed reliability issue with key component in new scientific instrument product; performed joint analysis with vendor; resulted in an estimated 4X lifetime improvement</li><li>• Analyzed system integration issues with new automation product and managed implementation of recommendations; increased success rate of installations by 50%</li><li>• Designed and released accessory for leading edge technology product; resulted in \$500K in accessory sales and increased sales of core product</li></ul>	Palo Alto, CA
ADDITIONAL	<ul style="list-style-type: none"><li>• Avid ski-mountaineer with summits of Mt. Kilimanjaro, Mt. Shasta, and Matterhorn Peak, CA</li><li>• Runner, 16th overall 2005 Big Sur International Marathon, 2:55:05</li><li>• Recipient of US Patent #6972568, Radially-Compact Nuclear Magnetic Resonance Flow Cell Assemblies and Methods</li></ul>	

# BRENT MORGAN

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business and School of Natural Resources</b> MBA/MS, May 2010 <ul style="list-style-type: none"><li>• Emphasis in Strategy within the Energy Sector</li><li>• Elected President of MBA Student Section</li><li>• Co-President, Energy Club</li><li>• First Place: Ross Leadership Crisis Challenge Case Competition, Jan '08</li><li>• GMAT score of 730, 97th percentile</li></ul>	<b>Ann Arbor, MI</b>
	<b>COLORADO COLLEGE</b> Bachelor of Arts, Political Science, June 2000 <ul style="list-style-type: none"><li>• School for International Training 1998-1999: Grenada, Spain; Quito, Ecuador</li></ul>	<b>Colorado Springs, CO</b>
<b>EXPERIENCE</b>	<b>GENERAL ELECTRIC</b> <b>Summer Associate - Renewable Energy Leadership Program</b> <ul style="list-style-type: none"><li>• Initiated cost-benefit analysis of low-material/high-labor cost parts for GE's 1.5MW wind platform</li><li>• Identified feasible sourcing alternatives that will result in \$3MM+ annual savings to GE and its shareholders</li><li>• Presented project findings to GE's VP of Renewables and initiated implementation of project recommendations with sourcing team</li></ul>	<b>Schenectady, NY</b>
<b>Summer 2009</b>		
<b>Summer 2008</b>	<b>E.ON CLIMATE &amp; RENEWABLES</b> <b>Project Development Intern, Wind Power</b> <ul style="list-style-type: none"><li>• Led mapping research and land ownership data collection effort for development sites in three states. Performed due diligence on land control issues in these areas and initiated contact with landowners resulting in two promising site leads.</li><li>• Analyzed wind transmission queue data for Midwest Independent System Operator strategy document, which resulted in a shift in regional development strategy.</li><li>• Compiled report on nationwide sales tax policies pertaining to wind turbines, which aided in Midwest regional lobbying effort.</li></ul>	<b>Austin, TX</b>
<b>M.A.P. 2008</b>	<b>DRISHTEE DEVELOPMENT AND COMMUNICATION LTD.</b> <b>Sourcing and Business Development Consultant</b> <ul style="list-style-type: none"><li>• Identified and evaluated sustainable sources of low-cost computer systems to be used in rural kiosk franchises, resulting in potential cost savings of over \$300,000.</li><li>• Evaluated market opportunities for client's newly-formed rural Business Process Outsourcing (BPO) division to grow share of emerging rural BPO services market.</li></ul>	<b>Delhi, India</b>
<b>2004-2007</b>	<b>US GREEN BUILDING COUNCIL (USGBC)</b> <b>Education Program Coordinator</b> <ul style="list-style-type: none"><li>• Managed educational program for annual Greenbuild conference, which grew from 7,500 attendees in 2004 to 22,000 attendees in 2007.</li><li>• Managed corporate sponsorships of conference, increasing total amount raised, both in-kind and cash, from \$500,000 in 2005 to \$1.2 million in 2007.</li><li>• Designed and led USGBC's first trade mission to Beijing and Shanghai, bringing 14 U.S. executives to China's first government-sponsored green building event. Seven of the delegation's nine companies made contacts that resulted in new or expanded operations in China.</li></ul>	<b>Washington, DC</b>
<b>2002-2004</b>	<b>COSTA RICA RAINFOREST OUTWARD BOUND SCHOOL</b> <b>Field Instructor/Community Liaison</b> <ul style="list-style-type: none"><li>• Led experiential education courses for college-age students throughout Costa Rica, Panama, and Nicaragua</li></ul>	<b>Tres Rios, Costa Rica</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Fluent in spoken Spanish</li><li>• LEED Accredited Professional</li></ul>	

# GAURAV PARNAMI

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/School of Natural Resources</b> Dual Degree - MBA and MS in Sustainable Systems, April 2010 <ul style="list-style-type: none"><li>• Emphases in Corporate Strategy and Social Enterprise.</li><li>• President, Emerging Markets Club; VP Academic, Net Impact; Member, Marketing club</li><li>• Helped launch the first Microfinance class at Ross.</li><li>• Selected as a Student Ambassador by Office of Student Admissions.</li></ul>	<b>Ann Arbor, MI</b>
	<b>UNIVERSITY OF ARIZONA</b> BS, Molecular & Cellular Biology, May 1997	<b>Tucson, AZ</b>
<b>EXPERIENCE</b>	<b>VISIONSPRING (FORMERLY SCOJO FOUNDATION)</b>	<b>Hyderabad, India</b>
<b>Summer 2009</b>	<b>Summer Intern</b> <ul style="list-style-type: none"><li>• Researched wholesale markets as a potential source of financial sustainability and recommended relevant entry points.</li><li>• Created a formal evaluation process for innovative ideas from the field.</li></ul>	
<b>Summer 2008</b>	<b>TATA STEEL</b> <b>Global Branding Intern</b> <ul style="list-style-type: none"><li>• Evaluated rebar market in Thailand; recommended country brand positioning strategy.</li></ul>	<b>Kolkata, India</b>
<b>Summer 2008</b>	<b>NET IMPACT</b> <b>Strategy Intern</b> <ul style="list-style-type: none"><li>• Explored various options for international expansion and recommended a fellowship program that was recently launched.</li></ul>	<b>San Francisco, CA</b>
<b>M.A.P. 2008</b>	<b>ACUMEN FUND/DRISHTEE</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Identified sources of low-cost computers to generate ~\$300K in potential savings.</li></ul>	<b>New Delhi, India</b>
<b>2003-2007</b>	<b>MANAV SADHNA AND INDICORPUS</b> <b>Fellow, 2005-2007</b> <ul style="list-style-type: none"><li>• Organized multiple sales exhibitions and marketing efforts to introduce handicraft products made by Indian women living in slums to the US market.</li></ul>	<b>San Francisco, CA</b>
	<b>Fellow, 2003-2005</b> <ul style="list-style-type: none"><li>• Managed initiatives to improve non-formal education efforts and the development of a community center in a slum area; led to an increase in the number of students served.</li><li>• Created mentorship program for youth in slums to foster relations with local leaders.</li><li>• Led reconstruction efforts in a village affected by the 2004 tsunami, procured funding for 25 fishing boats leading to the restoration of primary income source of the village.</li></ul>	<b>Ahmedabad, India</b>
<b>2001-2003</b>	<b>LOOMIS, SAYLES &amp; CO., L.P.</b> <b>Portfolio Officer</b> <ul style="list-style-type: none"><li>• Managed institutional and high net-worth client relationships worth \$700M with senior portfolio managers. Initiated special portfolio analytics to preserve the firm's largest client responsible for 20% of the revenues during a declining market environment.</li><li>• Evaluated portfolio performance and presented investment decisions to clients.</li></ul>	<b>San Francisco, CA</b>
<b>1998-2000</b>	<b>DAVIS SELECTED ADVISORS</b> <b>Equity Trader &amp; Assistant Fixed Income Portfolio Manager</b> <ul style="list-style-type: none"><li>• Evaluated and purchased bonds for money-market/fixed income mutual funds resulting in the funds being ranked amongst the top 25 funds in the country.</li><li>• Invested the ~\$2B cash position of the firm on a daily basis in short-term government bonds leading to an improvement in yield by 10%.</li></ul>	<b>Tucson, AZ</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Selected as the Vice-President of Board of Directors for Children's Council of San Francisco for three years. Oversaw a \$50M budget and the executive staff of the agency.</li><li>• Once delivered an impromptu speech on "freedom" to 400 students in Hindi.</li></ul>	

# EMILY PLEWS

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business/ School of Natural Resources</b> Master of Business Administration and Master of Science, April 2010 <ul style="list-style-type: none"><li>• Concentration in Organizational Strategy and Environmental Behavior</li><li>• Co-Lead of Erb Institute for Global Sustainable Enterprise's Peer Coaching Program</li><li>• Elected Co-President of SNRE's Student Government</li><li>• Appointed Marketing Co-Chair Ross Net Impact Forum 2008</li></ul>	<b>Ann Arbor, MI</b>
	<b>OHIO UNIVERSITY</b> Bachelor of Business Administration, June 2003 <ul style="list-style-type: none"><li>• Majors: Accounting and International Business</li></ul>	<b>Athens, OH</b>
<b>EXPERIENCE</b> 2006-Present	<b>GREEN COLUMBUS</b> <b>Co-Founder, Treasurer of Board of Directors</b> <ul style="list-style-type: none"><li>• Oversee ongoing strategy, events, and financial activity resulting in continued growth of outreach</li><li>• Led city-wide Earth Day celebration through collaboration with 10 government offices and 50 plus volunteer organizers resulting in nearly 4,000 volunteer hours and 4,000 event participants</li><li>• Created mission statement and incorporating documents, earning 501(c)(3) tax status</li></ul>	<b>Columbus, OH</b>
2008-2009	<b>FORD MOTOR COMPANY</b> <b>Graduate Student Researcher</b> <ul style="list-style-type: none"><li>• Collaborated with the Sustainable Mobility Accessibility Research and Transformation project, five teammates, and numerous organizations in São Paulo, Brazil to create original insight into the sustainable transportation opportunities in urban slums</li><li>• Authored sustainable transport solutions for urban slums and strategies for implementing those solutions and presented to senior management at Ford Motor Company</li></ul>	<b>Ann Arbor, MI</b>
2006-2007	<b>ROBERT HALF MANAGEMENT RESOURCES</b> <b>Senior Consultant</b> <ul style="list-style-type: none"><li>• Redesigned reporting forms and related training procedures of financial data exchange between 40 plus foreign subsidiaries and senior management resulting in decreased errors and increased efficiency and effectiveness of analysis</li><li>• Managed four staff, client relations, and work flow on audit such that new multimillion dollar client provided unsolicited positive feedback and continued relationship with the firm</li><li>• Developed procedures to test hundreds of internal controls of international, \$4.6 billion retail and manufacturing company, facilitating first-year compliance with Sarbanes-Oxley</li></ul>	<b>Columbus, OH</b>
2003-2005	<b>DELOITTE &amp; TOUCHE LLP</b> <b>In-Charge Accountant, Audit</b> <ul style="list-style-type: none"><li>• Supervised and trained five employees on external audit and Sarbanes-Oxley engagements of \$11.9 billion utility company on time, resulting in supervisory responsibilities one year ahead of start class peers</li><li>• Improved complex database queries and instructions, which simplified analysis of financial statements and ratios without decreasing the strength of the analysis</li><li>• Designed tests and documentation to decrease testing time by 100 hours while increasing the strength of audit evidence</li></ul>	<b>Columbus, OH</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Certified Public Accountant in the state of Ohio since April 2006</li><li>• 25 hours of professionally administered coaching training and approximately 125 of hours coaching experience</li><li>• Second Place Boston Consulting Group and Ross Net Impact case competition 2009</li></ul>	

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> MBA/MS, Erb Institute for Global Sustainable Enterprise, April 2010 <ul style="list-style-type: none"><li>• Emphasis in Real Estate</li><li>• Vice President of Marketing &amp; Communications, Michigan Real Estate Club</li><li>• Founding member of UM Real Estate Venture Fund</li><li>• Vice President of Sustainability, Ross Net Impact (Chapter of the Year)</li><li>• Selected for campus-wide building design and standards review board</li><li>• Masters research project on sustainable urban redevelopment</li></ul>	<b>Ann Arbor, MI</b>
	<b>VANDERBILT UNIVERSITY</b> <b>School of Engineering</b> Bachelor of Science, June 2000 <ul style="list-style-type: none"><li>• Computer Science with minor in Management of Technology</li></ul>	<b>Nashville, TN</b>
<b>EXPERIENCE</b> <b>Summer 2009</b>	<b>RIVERFRONT VILLAGE</b> <b>Founding Partner</b> <ul style="list-style-type: none"><li>• Created phased development plan for \$300 million mixed-use transit project and facilitated cooperation among city of Ann Arbor, University of Michigan, Amtrak, UM Hospital, and surrounding neighborhoods.</li><li>• Managed five-person interdisciplinary team across four concurrent projects while coordinating with external development teams to ensure timely delivery to clients.</li><li>• Drove stakeholder engagement process, pitched proposals, and won contracts to perform feasibility assessments and site assembly.</li></ul>	<b>Ann Arbor, MI</b>
<b>M.A.P. 2009</b>	<b>PROVISIONS L.L.C</b> <b>Consultant</b> <ul style="list-style-type: none"><li>• Analyzed strengths, industry best practices, and market trends to develop refocused identity for commercial real estate firm managing \$80 million portfolio.</li><li>• Delivered valuation model used by CEO to identify high performing properties and monitor the impact of changes to corporate strategy.</li><li>• Developed new marketing strategy for vacant properties, enabling firm to reduce vacancy and shorten sales cycle.</li></ul>	<b>Bingham Farms, MI</b>
<b>Summer 2008</b>	<b>BUSINESS FOR SOCIAL RESPONSIBILITY</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Designed evaluative frameworks, graded firm performance and provided competitive guidance to member companies.</li><li>• Conducted industry analysis on barriers to sustainable design and emerging market requirements.</li></ul>	<b>San Francisco, CA</b>
<b>2000-2007</b>	<b>SUN MICROSYSTEMS</b> <b>Global Software Sales, US &amp; Asia Pacific</b> <ul style="list-style-type: none"><li>• Selected "Best of the Best" from worldwide pool of thousands to undertake year-long technical and sales training and was graduated three months early, with honors.</li><li>• Designed and implemented multinational business development strategy, resulting in increased market share amongst Global Fortune 500 customers and emerging markets.</li><li>• Initiated survey of potential customers to identify barriers to purchase; worked with product management to develop custom offering that brought in over 44% of the business unit's revenue in FY2006.</li><li>• Achieved 122% of revenue goal for FY2006 and 115% of goal for FY2007; Promoted to country manager for new markets of Australia, New Zealand and Korea.</li></ul>	<b>Santa Clara, CA</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• LEED Accredited Professional</li><li>• Member of Urban Land Institute, US Green Building Council, Net Impact</li><li>• Producer of annual Ross charity show featuring live music and comedy</li><li>• Started independent record label, shipped over 3,000 albums, performed at CBGB.</li><li>• Enjoy mountain biking, snowboarding, hiking, and rock climbing.</li></ul>	

# IMOGEN TAYLOR

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> Master of Business Administration, April 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Finance</li><li>• Member: Energy Club, Emerging Markets Club, and Net Impact</li></ul> <b>School of Natural Resources and Environment</b> Master of Science, April 2010 <ul style="list-style-type: none"><li>• Emphasis on Renewable Energy</li></ul>	<b>Ann Arbor, MI</b>
	<b>WESLEYAN UNIVERSITY</b> Bachelor of Arts in Government, 1995	<b>Middletown, CT</b>
<b>EXPERIENCE</b> 2003-2005	<b>NY STATE COMPTROLLER'S OFFICE</b> <b>Deputy Director of Economic Development and Policy Analysis</b> <ul style="list-style-type: none"><li>• Managed team of seven analysts to design and produce state policy reports and economic analyses.</li><li>• Authored an economic impact analysis of the renewable energy industry in New York, which garnered widespread recognition in the press and helped build support for legislative initiatives.</li><li>• Testified as an expert witness on behalf of the Comptroller before government bodies, including the New York City Council and State Senate, on proposed legislation.</li><li>• Developed Comptroller's internal office policy on discrimination and harassment on the basis of gender identity, and developed additions to sensitivity training to reflect amendments to office discrimination and harassment policies, as a Board Member of Comptroller's Affirmative Action Advisory Committee.</li></ul>	<b>New York City, NY</b>
2001	<b>ALAN HEVESI FOR MAYOR</b> <b>Director of Manhattan Field Operations</b> <ul style="list-style-type: none"><li>• Coordinated all campaign activities in the borough of Manhattan, including strategic planning, constant analysis of and rapid response to events in the media and other campaigns, deployment of large numbers of volunteers, and interfacing with the press.</li></ul>	<b>New York City, NY</b>
2000	<b>RORY LANCEMAN FOR SENATE</b> <b>Campaign Director</b> <ul style="list-style-type: none"><li>• Planned and coordinated the execution of all campaign activities on a state senate race with a \$200,000 budget.</li></ul>	<b>New York City, NY</b>
1997-2002	<b>OFFICE OF THE NEW YORK STATE SENATE MINORITY LEADER</b> <b>District Director of Operations</b> <ul style="list-style-type: none"><li>• Managed operations of Senator Martin Connor's District Office. Supervised 12 staff members.</li><li>• Researched, analyzed, and developed district policy with Senator and staff.</li><li>• Managed state budget allocation. Provided technical assistance to grant recipients. Served as state budget liaison to non-profit and local development corporations.</li></ul>	<b>New York City, NY</b>
1995-1997	<b>PRENTICE HALL PUBLISHING COMPANY</b> <b>Editor</b>	<b>New York City, NY</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Summer 2008: Interned at WARM Training Center, a non-profit that promotes the development of resource efficient homes and communities. Created a blog to field questions on green construction and distributed generation.</li><li>• 6/2005 - 6/2007: Crewed on marine conservation ship across the Southern Ocean, worked on a farm in Upstate New York, and completed course in entrepreneurship at the New York City Economic Development Corporation</li><li>• Studied at the University of Salamanca, Spain for semester abroad in 1991</li><li>• Hobbies: reducing my carbon footprint, making great compost, gardening, de-rusting my Spanish</li></ul>	

# REBECCA M. TAYLOR

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> Master of Business Administration / Master of Science, May 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy and Environmental Policy</li><li>• McKinsey Finance and Marketing Scholar Nominee (top 3% of class)</li><li>• GMAT: 760 (99th percentile); LSAT: 172 (99th percentile)</li><li>• Elected: Vice President of Finance for Net Impact</li><li>• Selected: Economics Tutor, Peer Career Counselor, and Graduate Student Instructor for Master's level Environmental Policy course; Designed a climate change policy simulation exercise for 50 students.</li></ul>	<b>Ann Arbor, MI</b>
	<b>BROWN UNIVERSITY</b> Bachelor of Arts, Public Policy and Education, May 2004 <ul style="list-style-type: none"><li>• Studied Hindi, Anthropology, and Religion while living in a Burmese monastery in rural India; Completed an independent research project on the Tibetan education system in the Indian Himalayas.</li><li>• Led a crew of 16-19 year old at-risk males performing backcountry wilderness trail construction projects, managed camp, and completed all projects on schedule.</li><li>• Graduated magna cum laude</li></ul>	<b>Providence, RI</b>
<b>EXPERIENCE</b>	<b>THE WHITE HOUSE OFFICE OF ENERGY AND CLIMATE CHANGE</b> <b>Intern</b> <ul style="list-style-type: none"><li>• Researched bills, existing laws, and regulations and assisted in preparing policy memos, speeches, and briefing materials for senior White House officials.</li><li>• Analyzed and evaluated the reliability of government and interest group studies on the economic impact of cap and trade legislation.</li></ul>	<b>Washington, DC</b>
<b>Summer 2009</b>	<b>BAIN &amp; COMPANY, INC.</b> <b>Summer Associate</b> <ul style="list-style-type: none"><li>• Analyzed manufacturing data and developed a model to calculate the potential cost savings from achieving waste reduction targets; Led calls explaining analysis in order to increase plant manager support for the performance improvement initiative.</li></ul>	<b>Chicago, IL</b>
<b>Summer 2008</b>	<b>ALASKA LEGISLATURE</b> <b>Legislative Analyst</b> <ul style="list-style-type: none"><li>• Investigated strategies for increasing alternative energy use within Alaska. Identified challenges to implementing the legislator's proposed policy and recommended alternative policy options.</li><li>• Evaluated the performance and governance structure of a state-owned corporation and determined that the enterprise was not economically viable; analysis contributed to the decision to divest the asset.</li><li>• Modeled the impact of a proposed property tax exemption. Analysis demonstrated that contrary to conventional wisdom the proposed policy could actually increase taxes for low-income homeowners, resulting in the state not adopting this policy.</li></ul>	<b>Juneau, AK</b>
<b>2005-2007</b>	<b>UNIVERSITY OF ALASKA SOUTHEAST</b> <b>Recruitment Coordinator</b> <ul style="list-style-type: none"><li>• Developed an outreach strategy and targeted communication plan focused on high yield geographies and demographics, resulting in a 13 percent increase in freshman enrollment compared to the previous 3 years.</li><li>• Directed New Student Orientation, redesigned program based on best practices collected from other universities, implemented staff training, and coordinated marketing efforts that resulted in a 30 percent increase in attendance.</li></ul>	<b>Juneau, AK</b>
<b>2004-2005</b>	<b>ADDITIONAL</b> <ul style="list-style-type: none"><li>• Served as Board President for the Southeast Alaska Guidance Association, a youth development organization with a \$2 million annual operating budget.</li><li>• Intermediate proficiency in French and basic proficiency in Spanish and Hindi.</li><li>• Hobbies include hiking, mountain biking, backcountry skiing, and soccer.</li></ul>	

# RYAN WHISNANT

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Ross School of Business / School of Natural Resources</b> Master of Business Administration / Master of Science, April 2010 <ul style="list-style-type: none"><li>• Emphases in Strategy, Sustainable Systems, and Organizational Change</li><li>• MS Research: "Using Company Culture to Guide Design of Sustainability Initiatives"</li><li>• Selected as career counselor, student advisory board member, curriculum track leader</li><li>• Graduate Student Instructor for "Global Enterprise and Sustainable Development"</li><li>• Received Percy and Shapiro/Malik awards for involvement and academic achievement</li><li>• Candidate for Graduation with High Distinction</li><li>• Member of Net Impact</li><li>• GMAT: 730, 97th Percentile; 6.0/6.0 Analytical Writing</li></ul>	<b>Ann Arbor, MI</b>
	<b>NORTHWESTERN UNIVERSITY</b> <b>McCormick School of Engineering and Applied Science</b> Bachelor of Science in Environmental Engineering, June 1998 <ul style="list-style-type: none"><li>• Dean's List and James Donald Mayer Memorial Scholar</li></ul>	<b>Evanston, IL</b>
<b>EXPERIENCE</b>	<b>SUNGARD</b> <b>Sustainability Analyst</b> <ul style="list-style-type: none"><li>• Assessed facilities, performed financial analysis, and provided recommendations for 25% energy savings at corporate headquarters campus for \$5B IT services company</li><li>• Developed strategies in support of KKR Green Portfolio Project and published energy efficiency playbook targeting \$4M annual energy savings across North American offices</li><li>• Supported datacenter efficiency pilot with goal of 5% demand reduction</li><li>• Trained on high performance building energy efficiency by Rocky Mountain Institute and Environmental Defense Fund</li></ul>	<b>Wayne, PA</b>
<b>Summer 2009</b>	<b>STONYFIELD FARM</b> <b>Student Consultant</b> <ul style="list-style-type: none"><li>• Created detailed financial model and strategic plan and presented recommendations to CEO for developing \$650k sustainable organic dairy operation</li></ul>	<b>Londonderry, NH</b>
<b>M.A.P. 2009</b>	<b>URBAN ECOLOGY INSTITUTE</b> <b>Strategic Consulting Intern</b> <ul style="list-style-type: none"><li>• Performed strategic analysis for relaunch of nonprofit program reaching 30,000 children in MA, resulting in plan for increasing overall revenue by 10%</li><li>• Established relationship with Fortune 50 firm for corporate sponsorship and collaboration with potential for increasing web site traffic 1000x</li></ul>	<b>Chestnut Hill, MA</b>
<b>Summer 2008</b>	<b>COALESCENT SERVICES, INC.</b> <b>Founder and Principal, Consulting Services</b> <ul style="list-style-type: none"><li>• Developed and managed programs for \$1M Microsoft initiative preparing 12,000 employees worldwide for launch of Windows Vista, surpassing 80% readiness target</li><li>• Facilitated cross-functional Microsoft planning summit and formulated recommendations, resulting in approved \$250K Office 2007 curriculum</li><li>• Managed all business development, client service offerings, and finances for strategy and communications consulting business, securing 28 months of repeat business</li></ul>	<b>Bellevue, WA</b>
<b>2004-2007</b>	<b>CES INTERNATIONAL</b> <b>Senior Information Developer, Energy Services</b> <ul style="list-style-type: none"><li>• Analyzed competing energy system management products and produced report used in \$3M electrical utility contract win</li><li>• Redesigned courses and delivered classroom instruction for over \$75K of customer training at sites including Duke Energy, retaining some previously at-risk accounts</li></ul>	<b>Plymouth, MN</b>
<b>2000-2002</b>	<b>ADDITIONAL</b> <ul style="list-style-type: none"><li>• Published environmental assessment for National Park Service in Alaska</li><li>• Graduate of two years full-time wilderness survival and leadership training (2002-2004)</li></ul>	