Local businesses increasingly are partnering with universities that offer customized classes as they look for ways to provide training for workers that keeps them up to date.

The idea is to offer practical training that workers quickly can put into practice, said D. Locke Epsten, director of corporate education for the UC San Diego Extension program. Companies favor coursework that can be tailored to suit their needs.

“My mantra is making the customer happy, making sure the customer gets what they need,” Epsten said. “If you work in biotech or pharmaceutical resource, you don’t necessarily want to be learning about examples of project management at breweries.”

Professional Development By Extension

The UC San Diego extension program has been creating customized training programs for corporate clients for more than two decades. Courses encompass leadership, project management, finance, customer service and engineering. The primary focus is the needs of middle managers.

“Virtually all of them have bachelor’s degrees and are on some sort of success planning track within their company,” Epsten said of the students.

By bringing the classroom to their employees, local universities can reduce travel time for students. The extension program, which also offers numerous certificate programs, does 30 classes a year typically with 15 to 30 people in each, Epsten estimated. Several classes take a full quarter, such as at ViaSat Inc., which does a leadership development program every fall.

“When you get to a certain management level, you have opportunities you can pursue,” Epsten said.

ViaSat uses the UC San Diego extension because of the high quality of coursework, said Melinda Del Toro, director of human services at the company.

“We think the caliber of the school will translate into excellent education, regardless of whether it is the university proper or its extension,” she said. “We...
Shiley-Marcos School of Engineering Invites Input From Private Sector

By Emmet Pierce

The recently dedicated Shiley-Marcos School of Engineering at the University of San Diego, backed with a $20 million gift from its namesake’s family, is striving to produce graduates who can make strong contributions to San Diego County’s growing high-tech community.

Chell Roberts, founding dean of the school, has a goal to work closely with the private sector to create one of the top 10 undergraduate engineering schools in the nation.

“The private sector partnership will be a part of getting there,” Roberts said. “We are going from a small department to a full-fledged school. There will be a greater emphasis on hands-on, real-world experience.”

Until this fall, the school was a department within the USD School of Business Administration. Nevertheless, it recently was ranked 22nd in the nation by U.S. News & World Report among engineering programs that produce bachelor’s or master’s degrees, Roberts said.

The engineering school will produce about 80 graduates by the end of this academic year. Roberts wants to increase that number to 120 within two years.

Roberts plans to create “a socially engaged community setting with industry partners.” The idea is for teams of students to work closely with businesses on practical engineering projects.

“This sort of industrial and community partnership does several things,” Roberts said. “Think of it as four students and a faculty member working on an internship for a company for nine months. That is an academic year. You could build and launch a satellite. You could create a new display screen. You want students working with partners who are producing things.”

One reason to work closely with businesses is to receive their input.

“They will be sitting at the table with us, giving us feedback on what our students can and can’t do well,” Roberts said. “It informs our curriculum. It informs the way we teach and the way we work.”

Roberts, who is the former executive dean of the College of Technology and Innovation at Arizona State University, has closely observed other engineering school around the country. Often, he said, faculty members are rewarded for their research rather than their ability to teach students how to make practical contributions to the companies for whom they will work.

Expanding the Program

Henry Eisenson, a retired aeronautical engineer who is an adjunct professor at USD, said the emphasis at the engineering program has been on practical knowledge that is immediately transferrable to the workplace. Many of the students have two internships under their belts when they graduate.

“When they show up at their first job, they are much more valuable right from the beginning,” he said.

The creation of the Shiley-Marcos School of Engineering will enable the engineering program to greatly expand. The engineering school has programs in mechanical, electrical and industrial engineering, and it will add embedded software engineering systems starting next year, Roberts said. It will also add a component of bioengineering and “something that focuses on sustainability.”

The faculty will expand by up to four people in the coming academic year. There also are plans to add studio space to create large work areas where students can invent and create, Roberts said.

A Significant Donation

Philadelphia Darlene Marcos Shiley has given $20 million to the school in honor of her Brazilian heritage and the family of her late husband, Donald Shiley, who invented an artificial heart valve.

The family has a long history with USD because of its emphasis on values-based education, she said, adding that it was very important to her and her husband. And having been watching the USD engineering program develop, she took note when the university did a feasibility study on forming a school.

“It made me realize they were serious,” she said.

Roberts said many graduates of USD’s engineering program have become company executives or have started businesses. Emiliano Perez, a 1999 graduate, is CEO of a 400-employee food distribution company in Mexico called Pagasa Pasta. Roberts said Adrianna Zammit, a 2004 graduate, is the country manager for Microsoft Corp. in Malta.

Emmet Pierce is a freelance writer for the San Diego Business Journal.

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www.burnsmcd.com/sandiego
Elena Pacenti is director of the Domus Academy School of Design at NewSchool of Architecture and Design, where students learn to apply Italian design approaches in a global and interdisciplinary context. The emphasis is on design as a reflection of the human experience through the integration of lifestyle trends, branding, technology, and cultural and social needs. The Domus Academy School of Design at NSAD is a collaborative effort between NewSchool of Architecture and Design in San Diego and the Domus Academy in Milan, Italy, which has been recognized as one of the world’s best design schools by Businessweek magazine. Pacenti is leading the development of new global design education programs through this initiative, starting with a Bachelor of Interior Design program to prepare students for careers in international design.

PROFESSIONAL PHILOSOPHY

Essential working philosophy: Inspire and get inspired.

Best way to keep a competitive edge: The hallmark of a good designer and design thinker is the ability to see what doesn’t yet exist and making the vision come to life.

Guiding principles: Be curious about human beings, objects and the built environments. Observe and talk to people. Try any product and any new digital gadget. Find and collect inspiration from daily life and apply these visual markers into your design.

Yardsticks of success: The success of my students — their development as strategic thinkers and as promoters of design as a culture of innovation.

Goals yet to be achieved: Contributing to the growth of an international, integrative, progressive design culture in San Diego. Encouraging a new generation of designers to innovate and succeed across borders and cultures.

JUDGMENT CALLS

Best professional decision: Moving to San Diego this year to be part of an exciting new initiative to develop and expand design education programs that integrate an Italian design background and international perspective.

Toughest professional decision: Putting my design practitioner career on hold to take on the challenge of developing and leading innovative academic programs.

Mentor: Ezio Manzini and Marco Susani are the two design thinkers who really shaped my career.

TRUE CONFESSIONS

What you like best about your job: The collaborative work with creative minds, the process of discovery, and the reciprocal energy that comes from exploring design ideas with the younger generations.

What you like least about your job: Saying goodbye to my graduating students.

Most important lesson learned: The value of listening and learning from diverse people, places and opinions.

Person most interested in meeting: A rock star.

Three greatest passions: Knowledge, people and design. At the end of the day, design is all about human beings.

First choice for a new career: A movie director.

One word that describes you: Empathetic.

PREDILECTIONS

Favorite quote: “The greatest difficulty in the world is not for people to accept new ideas, but to make them forget about old ideas.” — J.M. Keynes.

Favorite status symbol: I enjoy fashion and exquisite food.

Favorite restaurant: Any genuine osteria in Italy.

Favorite place for business meetings: Wine bars.

Favorite vacation spot: Aeolian Islands, Italy.

Favorite way to spend time: Traveling and/or watching good movies.

Top 15% Nationally as a “Military-Friendly School,” G.I. Jobs | Top 30 for the Public Good, Washington Monthly

$2,600 Scholarship | Must start by Nov 30

Imagine what your life would be like if you had completed your degree or earned that MBA. Think about the job you could have, the things you could do, and the way you would take charge of your future.

If you’ve ever thought about going back to school, it’s not too late. And right now our School of Business is offering a Success Scholarship worth up to $2,600 if you apply and start by November 30; certain restrictions apply. Plus, if you qualify, you might save even more money by earning college credits for life experience like military training or running a business.

Find out more by calling us at (800) 613-2156 or visit RedlandsIsDifferent.com
## MBA Schools

**Ranked by fall 2012 enrollment of students in San Diego County**

### ANOTHER VIEW

**Disciplines of Study**

The top 10 major disciplines of study at the MBA schools on the list. The graph shows the number of schools that offer a particular discipline.

<table>
<thead>
<tr>
<th>Rank</th>
<th>School Address Website</th>
<th>Fall enrollment</th>
<th>2012-13</th>
<th>% change (loss)</th>
<th>Number of students: Full-time • Part-time</th>
<th>Number of faculty as of 7/1/2013: Full-time • Part-time</th>
<th>Type of institution</th>
<th>Accredited by</th>
<th>Major disciplines of study</th>
<th>MBA school director / Director of admissions</th>
<th>Year established</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>San Diego State University 5500 Campanile Drive, San Diego 92112 <a href="http://www.sdsu.edu/mba">www.sdsu.edu/mba</a></td>
<td>619-594-4071 619-594-1863</td>
<td>687 515</td>
<td>33</td>
<td>242 256</td>
<td>57 51</td>
<td>$14,138 $23,056</td>
<td>Public, nonprofit AACSB</td>
<td>Accounting, finance, entrepreneurship, marketing, management, international business, sports</td>
<td>Dr. Nikhil Vaidya Dr. Nikhil Vaidya</td>
<td>1963</td>
</tr>
<tr>
<td>3</td>
<td>Rady School of Management, UC San Diego 8500 Gilman Drive, MC 0554, La Jolla 92037 <a href="http://www.rady.ucsd.edu">www.rady.ucsd.edu</a></td>
<td>858-534-0908 858-522-0596</td>
<td>268 227</td>
<td>4</td>
<td>166 160</td>
<td>27 6</td>
<td>$42,900 $47,800</td>
<td>Public, nonprofit WASC</td>
<td>Entrepreneurship, finance, innovation, leadership, marketing, operations, strategy, technology, technology management</td>
<td>Robert Sullivan Maria Frasce</td>
<td>2003</td>
</tr>
<tr>
<td>4</td>
<td>University of San Diego 5051 Alcala Park, San Diego 92110 <a href="http://www.sandiego.edu/mba">www.sandiego.edu/mba</a></td>
<td>858-260-4802 858-546-6307</td>
<td>119 149</td>
<td>11</td>
<td>54 10</td>
<td>34 11</td>
<td>$23,310 $23,310</td>
<td>Private, for-profit AACSB, WASC</td>
<td>Corporate social responsibility, finance, marketing, international business, human resources, accounting, project management</td>
<td>Jose Munoz Cheryl Buckley</td>
<td>1972</td>
</tr>
<tr>
<td>5</td>
<td>Webster University 6330 Greenview Drive, #235, San Diego 92120 <a href="http://www.webster.edu/san">www.webster.edu/san</a> Diego</td>
<td>619-458-0010 619-458-0010</td>
<td>141 140</td>
<td>4</td>
<td>43 30</td>
<td>0 23</td>
<td>$27,000 $27,000</td>
<td>Private, for-profit AACSB, WASC, NCAC</td>
<td>Finance, human resource management, security management, management, accounting, arts management, supply chain</td>
<td>Elizabeth Strabel Marialena Genals</td>
<td>1980</td>
</tr>
<tr>
<td>7</td>
<td>DeVry University's Keller Graduate School of Management 9200 Mission Valley Rd., #330, San Diego 92101 <a href="http://www.keller.student.devry.edu">www.keller.student.devry.edu</a></td>
<td>619-681-2440 619-681-2440</td>
<td>118 100</td>
<td>18</td>
<td>92 44</td>
<td>22 14</td>
<td>$18,394 $18,394</td>
<td>Private, for-profit AACSB, WASC</td>
<td>Accounting, e-commerce, finance, management, human resources, marketing, project management</td>
<td>Pamela Daily Richard Lionel</td>
<td>1998</td>
</tr>
<tr>
<td>8</td>
<td>California International Business University 9560 N. Sepulveda Blvd., #301, San Diego 92101 <a href="http://www.cib.edu">www.cib.edu</a></td>
<td>619-702-9400 619-702-9476</td>
<td>65 60</td>
<td>5</td>
<td>65 60</td>
<td>0 15</td>
<td>$23,000 $23,000</td>
<td>Nonprofit AACSB</td>
<td>International business and management</td>
<td>Philip Batle Saul Roque</td>
<td>1995</td>
</tr>
<tr>
<td>9</td>
<td>California Miramar University 15706 Miramar Rd., San Diego 92126 <a href="http://www.calima.edu">www.calima.edu</a></td>
<td>619-651-0000 619-651-7676</td>
<td>49 43</td>
<td>6</td>
<td>43 30</td>
<td>29 20</td>
<td>$7,000 $7,000</td>
<td>Private, not accredited AACSB, DETC</td>
<td>International business, finance, health care, management, marketing, technology management</td>
<td>Bijan Marzouf Jean Poitras</td>
<td>2005</td>
</tr>
<tr>
<td>10</td>
<td>Brandman University 2440 Mission Valley Rd., San Diego 92101 <a href="http://www.brandman.edu">www.brandman.edu</a></td>
<td>619-296-6990 619-296-6990</td>
<td>47 36</td>
<td>11</td>
<td>43 31</td>
<td>3 16</td>
<td>$16,200 $16,200</td>
<td>Private, for-profit AACSB</td>
<td>Accounting, entrepreneurship, finance, health administration, human resources, leadership</td>
<td>Gary Brussh Anne Cecottti</td>
<td>1958</td>
</tr>
<tr>
<td>11</td>
<td>California State University San Marcos 323 S. Twin Oaks Valley Rd., San Marcos 92096 <a href="http://www.conejo.edu">www.conejo.edu</a></td>
<td>760-750-4267 760-750-4263</td>
<td>40 38</td>
<td>2</td>
<td>21 30</td>
<td>17 21</td>
<td>$17,710 $27,893</td>
<td>Public, for-profit AACSB, WASC</td>
<td>Accounting, entrepreneurship, marketing, information technology, international business</td>
<td>Mohammad Goksunur Carol McNeil</td>
<td>1965</td>
</tr>
<tr>
<td>13</td>
<td>University of Redlands 7505 Lindon Pkwy, Redlands 92373 <a href="http://www.redlands.edu">www.redlands.edu</a></td>
<td>909-354-6200 909-354-6252</td>
<td>29 20</td>
<td>50</td>
<td>23 0</td>
<td>0 0</td>
<td>$18,444 $18,444</td>
<td>Private, for-profit AACSB, WASC</td>
<td>Finance, information systems, geographic information systems, marketing, management</td>
<td>Ralph Kunz Nancy Swenson</td>
<td>1985</td>
</tr>
</tbody>
</table>

### Re-Ranked

The six most expensive MBA programs based on 2012-13 resident tuition.

<table>
<thead>
<tr>
<th>MBA School</th>
<th>Resident Tuition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rady School of Management, UC San Diego</td>
<td>$42,900</td>
</tr>
<tr>
<td>Webster University</td>
<td>$27,000</td>
</tr>
<tr>
<td>University of San Diego</td>
<td>$23,310</td>
</tr>
<tr>
<td>California International Business University</td>
<td>$23,000</td>
</tr>
<tr>
<td>University of Redlands</td>
<td>$18,444</td>
</tr>
</tbody>
</table>
like the opportunity to partner with UC San Diego. We have always been pleased with the quality of that relationship. And the company appreciates the extension program’s ability to customize a course. “They listen to us,” she said. “Nothing is generic.”

The UC San Diego extension program does student outreach through its participation in professional associations, Epsten said. “We are entrepreneurial,” she said. “We like to go out there and find new business.”

Much of that new business involves younger workers. That segment of the workforce today expects employers to provide opportunities for professional development, Epsten said. “A lot of corporations are looking at ‘How are we going to attract and retain the best employees?’” she said. “One of the ways they do that is through professional development. The younger generation demands it.”

Rady School Training Executives

The Rady Center for Executive Development, within the Rady School of Management at UC San Diego, helps businesses train people who are on track to become executives.

“We deal with folks who are a little bit higher in the organization,” said Clark Jordan, assistant dean for executive education. “We usually do middle management up through senior management.”

The school’s emphasis is on science and technology. The program for business professionals began in 2003, Jordan said. Among the program’s 50 instructors, some are UC faculty members, and some are from other institutions. All are experts in their fields, and most come from strong academic backgrounds.

The program offers short, nondegree courses, Jordan said. About half of the courses are customized for specific businesses. “They rarely take an entire program intact,” Shapiro said of participating businesses. “Our goal is to give them the training they need.”

The school offers graduate degree and noncredit programs. Degree programs take about a year and a half to complete. Roughly 25 to 50 students complete them each year.

TaylorMade Golf in Carlsbad is one of the local companies that SDSU has partnered with. Kevin Limbach, vice president for the company’s U.S. operations, said the relationship began in 2007 after he and several employees at TaylorMade took a publicly offered course through the extension and were pleased with the results. “After we saw the benefit, we partnered with them to modify the program somewhat and bring it in-house at TaylorMade,” he said. “We talked about taking their curriculum and highlighting some of the subjects and deemphasizing others.”

The effort resulted in a professional certification, and about 125 employees have taken SDSU classes on the TaylorMade campus, Limbach said. “It is a great program,” he said. “It’s a fantastic overview of lean thinking problem solving.”

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SDSU Course Network

At San Diego State University, the College of Extended Studies networks with local businesses to develop training programs. SDSU’s program works primarily with midlevel, midcareer managers.

Engagement with the business world is what we are all about,” said Dean Joe Shapiro. “We do things face to face, and we do things online.”

Training courses are created with strong input from participating companies. “One of our master’s programs started because the biotech and life sciences community said, ‘We need a program in this area,’” he said. “A company will come to us and say, ‘We would be interested in a master’s in computer science or engineering, but we would like it to be tailored a bit to the particular needs of our company.’” Few courses are offered without some customization, he said. “They really take an entire program intact,” Shapiro said of participating businesses. “Our goal is to give them the training they need.”

The school offers graduate degree and noncredit programs. Degree programs take about a year and a half to complete. Roughly 25 to 50 students complete them each year.
## COLLEGES AND UNIVERSITIES

Ranked by fall 2012 enrollment of students in San Diego County

<table>
<thead>
<tr>
<th>Rank</th>
<th>School Name / Location</th>
<th>Total Fall Enrollment</th>
<th>Total Spring Enrollment</th>
<th>Students: Full-Time</th>
<th>Students: Part-Time</th>
<th>Students: Nonresident</th>
<th>Type of Institution</th>
<th>Major Disciplines of Study</th>
<th>President / Director of Admissions</th>
<th>Year Established</th>
<th>Locality</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>Brandman University</td>
<td>364</td>
<td>379</td>
<td>153</td>
<td>43</td>
<td>229</td>
<td>97</td>
<td>116</td>
<td>$18,000</td>
<td>$18,000</td>
<td>$16,200</td>
</tr>
<tr>
<td>22</td>
<td>California International University</td>
<td>230</td>
<td>250</td>
<td>238</td>
<td>5</td>
<td>12</td>
<td>5</td>
<td>20</td>
<td>$1,500(1)</td>
<td>$1,625(1)</td>
<td>$1,644(1)</td>
</tr>
<tr>
<td>23</td>
<td>Bethel Seminary San Diego</td>
<td>212</td>
<td>234</td>
<td>188</td>
<td>10</td>
<td>15</td>
<td>10</td>
<td>8</td>
<td>$1,690(2)</td>
<td>$2,540</td>
<td>$1,644</td>
</tr>
<tr>
<td>25</td>
<td>Rusty University California</td>
<td>50</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>w/d</td>
<td>w/d</td>
<td>w/d</td>
<td>w/d</td>
<td>NA</td>
<td>w/d</td>
</tr>
<tr>
<td>26</td>
<td>University of Redlands</td>
<td>30</td>
<td>23</td>
<td>23</td>
<td>11</td>
<td>0</td>
<td>100</td>
<td>22</td>
<td>$1,264</td>
<td>$1,264</td>
<td>$1,264</td>
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</table>

**Sources:**
- California Private Postsecondary Education Commission and the National Center for Education Statistics.
- The list is compiled based on our best knowledge and source of information. To the best of our knowledge, this information is accurate as of press time. While every effort is made to ensure the accuracy and thoroughness of the data, the publisher and the editors of this publication cannot guarantee its accuracy. Please send comments or questions to Leslie Fulton at lfulton@sdbj.com. This list may not be reproduced in whole or in part without prior written permission from the editor. Some schools have declined participation or did not return a survey by press time. The publisher reserves the right to alter the list and determine the order of the institutions. This publication’s best efforts are made to ensure the accuracy of the data. The publisher is not liable for any consequences of the use of this list or information contained herein. The ranking is not based on the number of students enrolled.

**Footnotes:**
- (1) Four-year.
- (2) Two-year.

**Notes:**
- NA = Not Applicable
- w/d = Waiting List Only

**Researched by Leslie Fulton and Stephanie R. Giludden**
<table>
<thead>
<tr>
<th>Rank</th>
<th>Company Address</th>
<th>Telephone</th>
<th>Fax</th>
<th>Gross revenue: 2012 $ Millions</th>
<th>% change (loss)</th>
<th>Employees as of 5/1/2013: Full-time</th>
<th>Part-time</th>
<th>Companywide</th>
<th>Women-owned</th>
<th>Majority owner(s)</th>
<th>Agency certified by(1)</th>
<th>Local executive(s)</th>
<th>Title(s)</th>
<th>Year established locally</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jodi Shapperd Missatt, MISATT Dance Fitness program, workout apparel</td>
<td>760-476-1750</td>
<td>760-602-7160</td>
<td>$200,000</td>
<td>3%</td>
<td>71</td>
<td>257</td>
<td>100</td>
<td>N</td>
<td>Jodi Shapperd Missatt</td>
<td>Y</td>
<td>1972</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Innovative Employee Solutions Inc.</td>
<td>639-715-1110</td>
<td>639-715-1110</td>
<td>$65,98</td>
<td>75%</td>
<td>22</td>
<td>3</td>
<td>25</td>
<td>100</td>
<td>Katia C. Hartung</td>
<td>Y</td>
<td>1974</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Coffman Associates Inc.</td>
<td>786-561-3100</td>
<td>786-561-3100</td>
<td>$50,42</td>
<td>8%</td>
<td>100</td>
<td>0</td>
<td>270</td>
<td>100</td>
<td>N</td>
<td>Coffman Associates Inc.</td>
<td>Y</td>
<td>1981</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>J.E. Pacific Inc.</td>
<td>310-671-5810</td>
<td>310-671-5810</td>
<td>$25,30</td>
<td>75%</td>
<td>22</td>
<td>2</td>
<td>24</td>
<td>100</td>
<td>J.E. Pacific Inc.</td>
<td>Y</td>
<td>1980</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Grafic Systems Inc.</td>
<td>310-222-6605</td>
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<td>$24,10</td>
<td>7%</td>
<td>108</td>
<td>0</td>
<td>119</td>
<td>80</td>
<td>N</td>
<td>Grafic Systems Inc.</td>
<td>Y</td>
<td>1985</td>
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<td>6</td>
<td>Raycom Inc.</td>
<td>310-281-4000</td>
<td>310-281-4000</td>
<td>$20,62</td>
<td>7%</td>
<td>92</td>
<td>119</td>
<td>100</td>
<td>N</td>
<td>Raycom Inc.</td>
<td>Y</td>
<td>1987</td>
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<td>Cask LLC</td>
<td>310-281-7300</td>
<td>310-281-7300</td>
<td>$15,10</td>
<td>7%</td>
<td>75</td>
<td>76</td>
<td>100</td>
<td>N</td>
<td>Cask LLC</td>
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<td>2004</td>
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<td>Lau Research</td>
<td>310-281-7300</td>
<td>310-281-7300</td>
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<td>88</td>
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<td>Lau Research</td>
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(1) Certifying agencies include: Women’s Business Enterprise National Council (WBENC), Women Business Enterprise (WBE), the California Department of Transportation (CalTrans), Disadvantaged Business Enterprises (DBE), National Women Business Owners Corporation (NWBOC), and Small Business Administration (SBA).