

Luann J. Lynch

Darden Graduate School of Business
University of Virginia
100 Darden Blvd.

Charlottesville, VA 22903

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ACADEMIC POSITIONS

1998-present **Darden Graduate School of Business Administration, University of Virginia.**

Almand R. Coleman Professor of Business Administration, 2014 – present.

Professor of Business Administration, 2010 – 2014

Associate Professor of Business Administration, 2004 – 2010 (on leave 2004-2005).

Robert F. Vandell Research Associate Professor of Business Administration, 2006 – 2009.

Associate Dean for Intellectual Capital, 2005 – 2008.

Assistant Professor of Business Administration, 1998 – 2004.

Teach Core MBA Accounting course for first-year MBA students (includes both financial and managerial accounting topics), second-year MBA elective course in Management Control Systems, and the prematriculation course in accounting during MBA orientation.

Course coordinator for Core MBA Accounting course (2005 – 2014).

2004-2005 **The Wharton School, University of Pennsylvania.**

Visiting Associate Professor of Accounting. Taught Core MBA Management Accounting course for first-year MBA students.

1996, 1997 **Kenan-Flagler Business School, University of North Carolina.** Instructor for Management Accounting class in Master of Accounting program.

Spring 1995 **Fuqua School of Business, Duke University.** Teaching Assistant for Core MBA Management Accounting with professors Bob Ashton and Lauren Maines.

EDUCATION

1993 - 1998 **Kenan-Flagler Business School, University of North Carolina.**

Doctor of Philosophy in Business Administration, May 1998. Major field: Accounting. Minor field: Finance.

1984 - 1986 **Fuqua School of Business, Duke University.**

Master of Business Administration, May 1986. Fuqua Scholar. Studies emphasized finance.

1981 - 1984 **Meredith College.**

Bachelor of Science, *summa cum laude*, May 1984. Major field: Business Administration with concentration in Economics. Minor field: Mathematics.

PROFESSIONAL EXPERIENCE

1990 – 1993 **Roche Biomedical Laboratories, Inc. (LabCorp),** Assistant Vice President and Director, Corporate Pricing.

1989 – 1990 **Roche Biomedical Laboratories, Inc. (LabCorp),** Manager of Corporate Pricing.

1986 – 1989 **Northern Telecom, Inc. (NorTel),** Financial Management Program.

1985 **The Procter and Gamble Company,** Financial Analyst.

HONORS AND AWARDS

Honors and Awards

Outstanding Teaching Recognition Award, Darden School, University of Virginia, 2015, 2011, 2008.

One of several faculty honored by the Dean for exceptional performance as recognized by the teaching evaluations completed by the students over the last four years.

Elected faculty marshall by graduating students, Darden School, University of Virginia, 2013, 2000.

This recognition is in appreciation for *“outstanding teaching and service to students, and commitment to the entire Darden community.”*

Citation of Excellence Award, Emerald Management Reviews, 2013.

The description reads, *“One of the top 50 management, business, and economics articles of 2009.”*

Recognition of Outstanding Service. Institute of Management Accountants, 2012.

The description reads, *“As a member of the IMA Educational Case Journal Editorial Advisory and Review Board (2009 – 2012).”*

American Accounting Association’s ATA Outstanding Manuscript Award, 2011.

The description reads, *“An annual award for a significant contribution to the tax literature published during the prior three years.”*

Robert F. Vandell Research Associate Professor of Business Administration, 2006 – 2009.

Nominee for Outstanding Faculty Award, Darden School, University of Virginia, 2010, 2009, 2008, 2001, 2000.

Glen McLaughlin Prize for Research in Accounting Ethics, 2006.

The citation reads, *“The award was established to recognize and encourage educational and research activities focusing on ethical issues associated with the production and dissemination of financial information.”*

Wachovia Award for Research Excellence, Darden School, University of Virginia, 2002.

The citation reads, *“This award is intended to encourage the publication of world-class research and to stimulate faculty to maintain high standards of research and publish such research in influential journals.”*

Nominee for Outstanding Faculty Award from the State Council of Higher Education for Virginia (SCHEV), 2001.

This award is provided annually to exceptional faculty members from Virginia’s state-supported and independent colleges and universities *“in recognition of outstanding achievement in teaching, research, and public service.”*

Recognized as an Outstanding Professor in Business Week’s *Guide to the Best Business Schools*, 2001.

Recipient of the University of Virginia Alumni Board of Trustees Teaching Award, 2000.

The citation reads, *“In recognition of a tenure-track faculty member who has excelled as a classroom teacher, showing unusual concern for students and making significant contributions to the life of the University.”*

Honors and Awards (cont.) Nominee for Friend of Students Award, Darden School, University of Virginia, 2000, 1999.
American Accounting Association Doctoral Consortium Fellow, 1995.
Fuqua Scholar, Fuqua School of Business, Duke University, 1986.
Who's Who Among Students in American Universities and Colleges, 1984.
Wall Street Journal Student Achievement Award, 1984.

Fellowships American Assembly of Collegiate Schools in Business Doctoral Fellowship, 1993-1994.
AICPA Doctoral Fellowship, 1993, 1994, 1995.
Joseph E. Pogue Graduate School Fellowship, 1993-1996.
Kenan-Flagler Business School Fellowship, 1993.
Fuqua School of Business Fellowship, 1984-1986.

REFEREED PUBLICATIONS

- Frank, M.M., L. Lynch, S.O. Rego, and R. Zhao. 2017. Are Corporate Risk-Taking Practices Indicative of Aggressive Reporting Practices? Are Corporate Risk-Taking Practices Indicative of Aggressive Reporting Practices? *Journal of American Taxation Association* forthcoming.
- Albuquerque, A., M.E. Carter, and L. Lynch. 2015. Court intervention as a governance mechanism over CEO pay: Evidence from the Citigroup Derivative Lawsuit. *European Accounting Review* 24 (4), pp. 637-658 (Special Issue: Regulation and Disclosure of Executive Compensation).
- Farris, P., M. Haskins, L. Lynch, and P. Pfeifer. 2015. Executive compensation: Do economic profits matter? *Compensation and Benefits Review* 46 (5-6).
- Cadman, B., M.E. Carter, and L. Lynch. 2012. Executive compensation restrictions: Do they restrict firms' willingness to participate in TARP? *Journal of Business Finance and Accounting* 39 (7), pp. 997-1027.
- L. Lynch and S. P. Williams. 2012. Does equity compensation compromise audit committee independence? Evidence from earnings management. *Journal of Managerial Issues* XXIV (3), pp. 293-320.
- Frank, M.M., L. Lynch, and S.O. Rego. 2009. Tax Reporting Aggressiveness and Its Relation to Aggressive Financial Reporting, *The Accounting Review* 84(2), pp. 467-496.
- American Accounting Association's ATA Outstanding Manuscript Award, 2011.
 - Emeralds Management Reviews Citation of Excellence Award, 2013.
- Carter, M.E., L. Lynch, and S.C. Zechman. 2009. Changes in bonus contracts in the post-Sarbanes-Oxley era. *Review of Accounting Studies* 14(4).
- Glen McLaughlin Prize for Research in Accounting Ethics, 2006.
- Carter, M.E., L. Lynch, and A.I. Tuna. 2007. The role of accounting in the design of CEO equity compensation. *The Accounting Review* 82(2), pp. 327-358.
- Carter, M.E. and L. Lynch. 2004. The effect of stock option repricing on employee turnover. *Journal of Accounting and Economics* 37(1), pp. 91-112.
- Balachandran, S., M.E. Carter, and L. Lynch. 2004. Sink or swim? Firms' responses to underwater stock options. *Journal of Management Accounting Research* special issue on The Use of Stock Options in Employee Incentive Plans, vol. 16, pp. 1-18.

REFEREED PUBLICATIONS (cont.)

- Carter, M.E. and L. Lynch. 2003. The consequences of the FASB's 1998 proposal on accounting for stock option repricing. *Journal of Accounting and Economics* 35 (1), pp. 51-72.
- Lynch, L. 2003. The effect of Medicare capital prospective payment regulation: additional evidence from hospital financing decisions. *Journal of Accounting and Public Policy* 22 (2), pp. 151-173.
- Lynch, L. and S. Perry. 2003. An overview of management compensation. *Journal of Accounting Education* 21 (1), pp. 43-60.
- Lynch, L. and S. Perry. 2002. An examination of pre-merger executive compensation structure in merging firms. *Journal of Managerial Issues* XIV (3), pp. 279-295.
- Carter, M.E. and L. Lynch. 2001. An examination of executive stock option repricing. *Journal of Financial Economics* 61, pp. 207-225.
- Wachovia Award for Research Excellence, Darden School, UVA, 2002.

BOOKS

- Allen, B.R., E.R. Brownlee, M.E. Haskins, and L.J. Lynch, 2010, Cases in Managerial and Cost Accounting, Cambridge Business Publishers.
- Allen, B.R., E.R. Brownlee, M.E. Haskins, and L.J. Lynch, 2010, Instructor's Manual to accompany Cases in Managerial and Cost Accounting, Cambridge Business Publishing.
- Allen, B.R. and L.J. Lynch, 2006, The Executive's Guide to Management Accounting and Control Systems, 7th edition, Thomson, 2006.
- Allen, B.R. and L.J. Lynch, 2006, Instructor's Manual to accompany The Executive's Guide to Management Accounting and Control Systems, 7th edition, Thomson, 2006.
- Allen, B.R., E.R. Brownlee, M.E. Haskins, and L.J. Lynch, 2004, Cases in Management Accounting and Control Systems, 4th edition, Prentice Hall.
- Allen, B.R., E.R. Brownlee, M.E. Haskins, and L.J. Lynch, 2004, Instructor's Manual to accompany Cases in Management Accounting and Control Systems, 4th edition, Prentice Hall, 2004 .

OTHER PUBLICATIONS

- Lynch, L. 2016. Volkswagen's Lax Ethical and Emissions Standards, Case-In-Point, *The Washington Post*, October 15, 2016.
- Lynch, L. and C. Santos. 2016. Volkswagen Emissions and the Three Factors that Drive Ethical Breakdown. *Ideas to Action*. Darden School of Business, University of Virginia. October 17, 2016.
- Frank, M.M., Lynch, L., and C. Santos. 2015. The Aggressive Sweet Spot: Income Up: Taxes Down. *Ideas to Action*. Darden School of Business, University of Virginia. September 4, 2015.
- Carter, M.E. and L.J. Lynch, 2004, When employee options sink, with M.E. Carter, Batten Briefings, Winter 2004.
- Brownlee, E.R. and L.J. Lynch, 2003, Breathing life into the MBA management accounting course: A teaching plan for the textbook novel Code Blue (by R. McDermott, K Stocks, and J. Ogden), with E.R. Brownlee, II (2001, revised May 2003), http://www.traemus-books.com/professor_of_accountancy.htm

WORKING PAPERS

- Albuquerque, A., M.E. Carter, and L. Lynch. 2015. Complexity of CEO compensation packages: Obfuscation or transparency?
- Carter, M.E. and L. Lynch. 2015. Disclosure as the first step towards recognition: The case of SFAS 123/123R.
- Carter, M.E. and L. Lynch 2014. Compensation committee attributes and the treatment of earnings in bonuses.
- Lynch, L., G. Pownall, and P. Simko. 2011. Voluntary disclosures of organic growth.
- Carter, M.E., L. Lynch, and T. Zamora. 2009. The Americanization of CEO pay in European firms.
- Carter, M.E. and L. Lynch. 2007. Agency issues in compensation contract design: Evidence from the change in accounting for stock option repricings.

REPORTS

- Carter, M.E. and L. Lynch. 2014. Academic Research on SFAS 123R (Prepared for the Financial Accounting Foundation's Post Implementation Review of SFAS 123R: Share-Based Payments). April 2014.

ONLINE COURSES (MOOCs)

- Financial Accounting Fundamentals (to be launched March 2017)

TEACHING MATERIALS

- Cases
- The Volkswagen Emissions Scandal*, with E. Bird and C. Cutro (UVA-S-0267, 2016)
 - subject of Case-in-Point article in *The Washington Post*, October 15, 2016
 - subject of article in *Ideas to Action* by L. Lynch and C. Sandos, October 17, 2016
 - featured in "Exhaust and Ethics," *UVA Today*, by Caroline Newman, October 9, 2016
 - Working Capital: A Summary of Ratios by Industry 2016*, with Z. Guo (UVA-C-2388, 2016)
 - The Garden Spot: Year One* (UVA-C-2378, 2016)
 - The Garden Spot: Year Two* (UVA-C-2379, 2016)
 - Doc's Barbershop*, with Paul Simko (UVA-C-2376, 2016)
 - Hamilton's Electronics Services*, with E.R. Brownlee II (UVA-C-2380, 2016)
 - The Summer Program at Portsmouth Abbey*, with J. Seeley (UVA-C-2358, 2015)
 - Kesmore Corporation*, with M. M. Frank (UVA-C-2362, 2015)
 - J&J, Inc.*, with Mary Margaret Frank (UVA-C-2361, 2015)
 - Johansen's: The New Scorecard System*, with J. Foreman and G. Gilliam (UVA-C-2371, 2016) (to be included in *Management Control Systems: Performance Measurement, Evaluation and Incentives* (4th edition, Prentice-Hall) by K. Merchant and W. van der Stede (forthcoming))
 - Johansen's New Scorecard System: The Summit*, with J. Foreman and G. Gilliam (UVA-C-2349, 2014, Rev. 2016)
 - Working Capital: A Summary of Ratios by Industry*, with G. Gilliam and J. Foreman (UVA-C-2348, 2014)

TEACHING MATERIALS (cont)

- Real Green IT Machine*, with B. Allen (UVA-C-2295, 2009, Rev. 2014)
- Real Green IT Machine (B): Sensitivity Analysis of a Proposed Capital Investment*, with B. Allen (UVA-C-2351, 2014)
- ConAgra Foods, Inc. – Statements of Stockholders' Equity* (UVA-C-2342, 2013)
- General Electric Company: Inventory* (UVA-C-2336, 2012, Rev. 2013)
- Stockholders' Equity Exercises* (UVA-C-2281, 2008, Rev 2013)
- AIG, Inc. – The Financial Crisis*, with J. Hawkins (UVA-C-2322, 2011)
- Berkshire Hathaway – Intercorporate Investments (A)* (UVA-C-2240, 2006, Rev 2010)
- FinePrint Company (abridged)* (UVA-C-2298, 2009)
- Johnson Beverage, Inc.* (UVA-C-2292, 2009)
- Berkshire Hathaway – Intercorporate Investments (B)* (UVA-C-2276, 2008, Rev 2009)
- Maverick Lodging*, with K. Whitney and E.R. Brownlee II (UVA-C-2160, 2002, Rev 2009)
- Xyberspace Consulting, Inc.* (UVA-C-2152, 2000, Rev 2009)
- Mountain Lumber Company*, (UVA-C-2147, 1999, Rev 2009)
- Alphadale Community Bank* (UVA-C-2275, 2007)
- An Exercise in Accounting for Marketable Securities* (UVA-C-2277, 2007)
- North Mountain Nursery, Inc. – Statement of Cash Flow* (UVA-C-2259, 2007)
- The Garden Place – One Year Later*, with M. Haskins, C.R. Smith, E.R. Brownlee II (UVA-C-2068, Rev 2007)
- MGM Mirage – Accounts Receivable* (UVA-C-2243, 2006) *Walt Disney – Revenue Recognition* (UVA-C-2244, 2006)
- Monroe Clock Company (A)* (UVA-C-2228, 2004)
- Monroe Clock Company (B)* (UVA-C-2229, 2004)
- Breeden Electronics (A)* (UVA-C-2199, 2004)
- Breeden Electronics (B)* (UVA-C-2200, 2004)
- Breeden Electronics (C)* (UVA-C-2201, 2004)
- Bellaire Clinical Labs (A)*, with E.R. Brownlee II (UVA-C-2178, 2004)
- Bellaire Clinical Labs (B)*, with E.R. Brownlee II (UVA-C-2179, 2004)
- FinePrint Company (A)* (UVA-C-2193, 2004)
- FinePrint Company (B)* (UVA-C-2194, 2004)
- FinePrint Company (C)* (UVA-C-2195, 2004)
- Employee Stock Options at Microsoft Corporation*, with R. Blair and E.R. Brownlee II (UVA-C-2154, 2001, Rev 2007)
- Amoco Corporation*, with S. Chaplinsky (UVA-F-1262, 2000)
- British Petroleum, Ltd.*, with S. Chaplinsky (UVA-F-1263, 2000)
- The BP Amoco Merger: Executive Compensation*, with S. Perry (UVA-C-2148, 2000)
- Bellaire Clinical Labs*, with E.R. Brownlee II (UVA-C-2145, 1999)

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| Technical Notes | <p><i>Accounting for Marketable Securities</i>, with M. Haskins (UVA-C-2280, 2008, Rev 2009)</p> <p><i>Recording Transactions Using Journal Entries in the First Year Accounting Course: A Note on Journal Entry Format</i> (UVA-C-2272, 2007, Rev 2010)</p> <p><i>The Conceptual Framework Underlying the Preparation of the Statement of Cash Flow</i>, with P. Simko (UVA-C-2250, 2006)</p> <p><i>Accounting for Stock Options</i>, with E.R. Brownlee II, R. Blair, and R. Maddox (UVA-C-2155, 2001, Rev 2007)</p> |
| Additional Teaching Material | <p>Teaching Note to <i>Breezy Boat Company</i> (UVA-C-0440TN, 2004)</p> <p>Teaching Note to <i>Charley's Family Steak House</i>, with E.R. Brownlee, II (UVA-C-2210TN, 2004, Revised 2009)</p> <p>Teaching Note to <i>Charley's Family Steak House–The Sequel</i>, with E.R. Brownlee, II (UVA-C-2211TN, 2004, Revised 2009)</p> <p>Teaching Note to <i>Solar Scientific, Inc.</i>, with E.R. Brownlee, II (UVA-C-2119TN, 2003)</p> <p>Teaching Note to <i>Sun Batteries, Inc.</i>, with E.R. Brownlee, II (UVA-C-2120TN, 2003)</p> |

EXECUTIVE EDUCATION

Non-degree open enrollment programs:

Financial Management for Nonfinancial Managers (January 2004, May 2004, May 2005, October 2005, May 2006, October 2006, February 2007, October 2007, February 2008, October 2008, February 2009, October 2009, March 2010, October 2010, March 2011, October 2011, May 2012, October 2012, October 2013, March 2014, October 2014, March 2015, October 2015, March 2016, October 2016).

Management Development Program (October 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012).

Financial Management for Nonfinancial Managers at UVA's College at Wise (September 2010)
– Faculty Leader.

Non-degree custom programs:

United Technologies Corporation Emerging Leaders Program (June 2011, October 2012, June 2013, May 2014, October 2016)

Meeting Professionals International: Certificate in Meeting Management Program (October 2015, November 2015, May 2016, August 2016, December 2016)

International Foodservice Distributors Association (February 2015, 2016)

Navy Understanding Industry Program (July 2012, January 2013, 2014, 2015, 2016, 2017, September 2016)

Army Understanding Industry Program (June 2014, February 2016)

Global Business Travel Association: Manager Development Program (March 2012, 2013, November 2014, May 2015, August 2015)

Merck and Co., Inc.: Business Acumen and Decision-Making (Pennsylvania: June 2013)

Navy Business Resources Management Program (Spring 2002, 2003, 2004, 2006, 2007, 2008, 2009, 2010, 2011, 2012).

Navy Federal Credit Union Executive Development Program (January 2008, 2010, 2013).

Navy Federal Credit Union Professional Development Program (January 2004, September 2004, January 2006, January 2007).

Navy Federal Credit Union Management Council – Executive Financial Management Course (September 2007).

Indian Institute of Planning and Management (August 2009, September 2009, December 2009, January 2010 – 2 offerings, February 2010 – 2 offerings, August 2010, October 2010, December 2010, January 2011 – 3 offerings, June 2011)

SERVICE TO THE PROFESSION

Academic Agent assisting in the Financial Accounting Foundation's Post-Implementation Review of SFAS 123R: Share Based Payment, 2013 to 2014.

Member of selection committee for Best Management Accounting Paper Award at American Accounting Association meeting, 2013.

Editorial Advisory and Review Board, *Institute of Management Accountants Educational Case Journal*, 2010 – 2014.

Award Committee for Best Teaching Case – American Accounting Association Management Accounting Section Meeting, 2012, 2013.

Member of editorial board for research for the 2010 AAA FARS midyear meeting (session chair for research on executive compensation and stock options)

Ad Hoc Reviewer for *The Accounting Review*, *Contemporary Accounting Research*, *Journal of Finance*, *Journal of Management Accounting Research*, *Accounting Horizons*, *Journal of Accounting and Public Policy*.

Reviewer – American Accounting Association Management Accounting Section Meeting, 2012, 2011, 2010, 2009, 2008, 2006.

Reviewer – American Accounting Association Financial Accounting and Reporting Section Meeting, 2009.

Discussant – American Accounting Association Management Accounting Section Meeting, 2008.

Reviewer – *Contemporary Accounting Research* conference, 2003.

Reviewer – American Accounting Association Annual Meeting, 2010, 2003, 2001.

Discussant – American Accounting Association Annual Meeting, 2001.

Reviewer – American Accounting Association Southeast Region Meeting, 2001.

SERVICE TO THE DARDEN SCHOOL

Leadership positions:

Member, Board of Trustees, Darden School Foundation, 2011 – present.

- Nominating and Governance Committee, 2013 - present
- Audit and Finance Committee, 2011 - present
- Grounds and Hospitality Committee – 2011 - 2013

Chair – Appointments Committee, 2013 – 2016.

Chair – Research, Course Development, and Doctoral Policy Committee, 2008 – 2011.

Chair – Accounting Area Recruiting Committee, 2008 – 2010.

Associate Dean for Intellectual Capital, 2005 – 2008.

Formal Committee Membership on Darden School Standing Committees:

Peer Review Committee, 2016 – present.

Appointments Committee, 2011 – 2016.

Admissions and Scholarship Committee, 2012 – 2014.

MBA Program Committee, 2010 – 2013.

First-year Subcommittee of the MBA Program Committee, 2011 – 2013.

First-year MBA Program Curriculum Committee, 2005 – 2010.

Research, Course Development, and Doctoral Policy Committee, 2005 – 2011.

MBA Policy Committee, 2002 – 2004.

Academic Standards Committee, 1999 – 2002.

SERVICE TO THE DARDEN SCHOOL (cont)

Task Forces and Special Committees:

OneDarden Advisory Group to the Dean, 2013.
OneDarden Task Force, 2012.
Advisory Group for Darden Business Publishing, 2009 – 2011.
Dean's Special Advisory Committee on Faculty Development, 2007 – 2008.
Dean's Task Force on High Engagement Learning, 2006.

Selection Committees:

Darden Jefferson Scholars Selection Committee, 2016, 2015, 2014, 2013, 2006.
Genovese Fellowship Selection Committee, 2009, 2001.
C. Stewart Sheppard Distinguished Service Award Selection Committee, 2000.
Interviewed candidates for Darden Financial Aid Director position, 1999.

Search Committees:

Recruiting Committee, Global Economics and Markets area, 2016.
Dean Search Committee for Dean of Darden School position, 2014 – 2015.
Search Committee for the Senior Association Dean of External Relations, 2013.
Search Committee for the Executive Director of Darden School Foundation, 2013.
Search Committee for the Darden School Chief Operating Officer, 2013.
Search Committee for the Director of Darden Business Publishing position, 2006.
Search Committee for Vice President of Development position, 2005 – 2006.
Dean Search Committee for Dean of Darden School position, 2004 – 2005.

Service related to the curriculum:

MBA Program Committee, 2010 – 2013.
First-year Subcommittee of the MBA Program Committee, 2011 – 2013.
Course Coordinator for Core MBA Accounting course, 2005 – 2013.
First-year MBA Program Curriculum Committee, 2005 – 2010.
Teach prematriculation course in accounting during orientation, 2007 – present.

SERVICE TO THE UNIVERSITY

University of Virginia Teaching Award Committee, 2006, 2007, 2008, 2009.
Dean Search Committee, Darden Graduate School of Business Administration, University of Virginia, Fall 2005.
Dean Search Committee, Darden Graduate School of Business Administration, University of Virginia, 2004-2005.
Academic Integrity Subcommittee for the University of Virginia's NCAA Recertification, 2005 - 2006.

SERVICE TO THE COMMUNITY

Chair, Finance Subcommittee of study group appointed by Glenmore Community Association Board of Directors to study potential purchase of local country club.
Board of Trustees, Montessori Community School, Charlottesville, VA, 2002-2006. Finance Committee, 2002-2006.
Committee for accreditation of the school by the American Montessori Society, Montessori Community School, Charlottesville, VA, 2003-2004.
Board of Directors, Meredith College Alumnae Association, 1999-2002.

