ODYSSEY SEARCH PARTNERS

Odyssey's Quarterly Newsletter – Q2 2018

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"Civilization is the encouragement of differences" – Mahatma Gandhi

As we move into the second quarter of 2018 we tackle how some of the key issues of the day – diversity and immigration – are being tackled in the investment management space. We do a deep-dive into how we see private credit firms growing. As the recruiting market continues to heat up, we share our tips on how to land your number one pick candidate. And we start off with the summary results of our Q1 2018 compensation survey that looked into year-end bonuses. Happy Spring.

The Odyssey Search Team

Hedge Fund Moves

Name	Joining	Leaving
Angela Aldrich	Teca Partners	Blue Ridge Capital
Alex Bao	BlueMountain Capital Management	One Fin Capital
Tanisha Bellur	Blue Harbour Group	Amici Capital
Brian Kelly	Soroban Capital Partners	Coatue Capital
Matt Kozlowski	Brookfield Asset Management	Paulson & Co
Connie Lee	Tiger Global Management	Stockbridge Investors
Ara Lovitt	Silver Point Capital	GMO
John McVey	Islet Capital	Marble Arch Investments
Jonathan Wyss	Fir Tree Partners	Three Bays Capital
Inar Zhang	Park West Asset Management	Criterion Capital Management

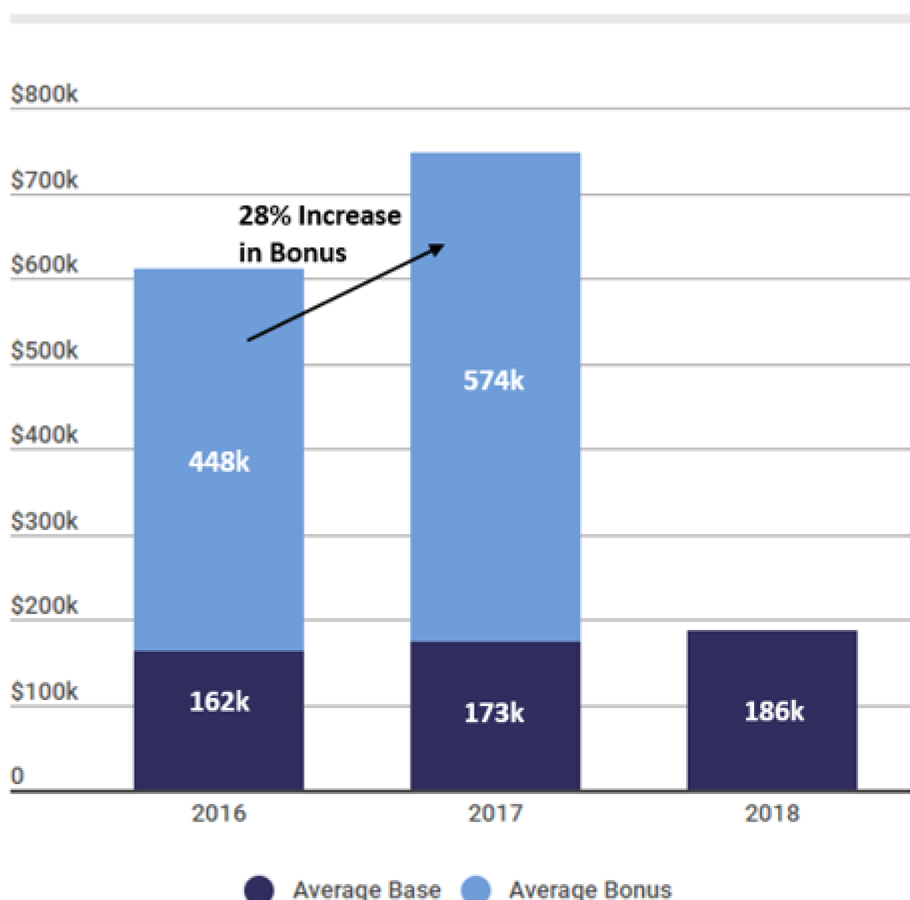
Note: We came across these moves in the course of our business; they do not include Odyssey placements, respecting the confidentiality of our candidates and clients.

Results of Q1 2018 Hedge Fund Investment Professional Compensation Survey

At year-end 2017, hedge fund investment professionals predicted that they were going to receive a 2017 bonus 39% higher than their 2016 bonus (as described in our Q42017 Compensation Report). Surely this was optimistic? A case of wishful thinking before the holidays? Hadn't they read a newspaper recently about the hedge fund industry and understood what was going on with assets and fees?

So earlier this year, we went back and surveyed the same 1,000 people about their actual bonus numbers. The overall findings are now in. Turns out the analysts weren't off by a lot. The average hedge fund investment professional saw an actual 28% lift in 2017 vs. 2016 year-end bonuses, as illustrated below.

All Front Office Investment Professionals Compensation



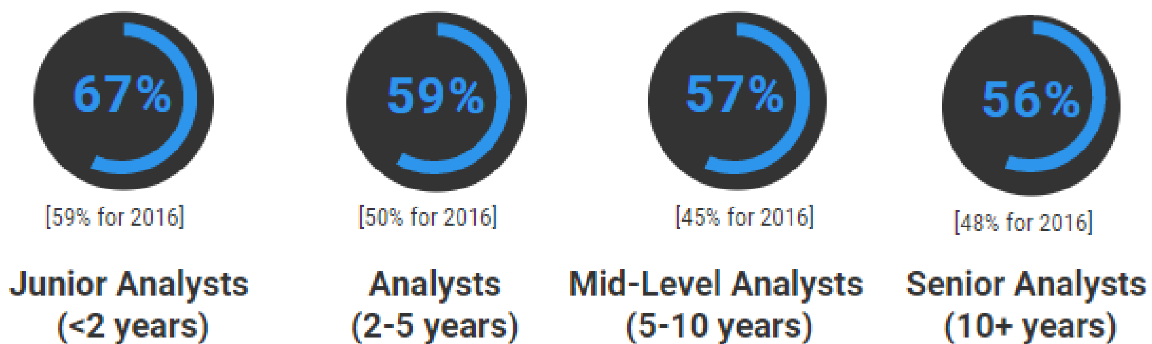
There are three main reasons to explain this:

1. Positive average 2017 fund returns generated significant performance fees in addition to management fees.
2. The return of confidence within hedge funds has heated up the market for top talent between funds, driving up the cost of retaining key investment professionals.
3. The strength of the wider economy has created additional competition, with the fields of technology, private equity and private credit in particular looking to hire similar candidate profiles.

When we take that 28% average year-on-year bonus increase and break it down by experience level, we see that the biggest year-on-year bonus % increases were at the junior level. The biggest dollar increases were at the mid/senior level, however, as illustrated in the table below.

Experience Level	Average 2016 Bonus	Average 2017 Bonus	%
Junior Analysts (<2 years)	166k	218k	+31%
Analysts (2-5 years)	307k	464k	+51%
Mid-level Analysts (5-10 years)	510k	656k	+29%
Senior Analysts (10+ years)	807k	981k	+22%

So, were people happy with the increases? Not particularly. On a 100 point scale, with 0 representing "extremely unhappy" and 100 being "audience reaction to Black Panther", respondents were pretty much in the middle. But juniors were the most satisfied and everyone was happier than after full year 2016!



It's worth pointing out that we're able to collect this information because people are sharing it with us unrelated to any employment opportunities. The results are anonymized and only shared in the aggregate. But in this age where employers (and agencies representing employers) cannot ask a given candidate for historical compensation given the new laws, we hope you find this data particularly valuable.

Finally, we're currently finalizing the analysis where these compensation numbers will be broken down by other variables including investment strategy, geography, fund size and performance etc. If you're a client and you'd like to receive a complimentary copy of the 2018 Compensation Report, please let us know.

The Art of Thinking Independently Together

That's how the writer and entrepreneur Malcolm Forbes described diversity. It's a topic that is receiving a lot of attention, including within the finance industry. First off, what is meant by diversity in financial services? For many, it goes beyond under-represented minorities, though that certainly is a part. One firm, Point72, takes a stab and explains on their website "We've attracted talent representing different majors, genders, geographical locations, and nationalities..."

Why make the effort to increase diversity? For many, it just "feels like the right thing to do," particularly in this era of political division, debates on immigration and the #MeToo movement. There's also external pressure. Many large LPs are pressuring their managers to increase employee diversity, in order to better represent the demographic make-up of the pension holders or the values of the university endowment. There's also the desire to perform better. Jeanette Bashford, global HR manager at Bloomberg, was quoted in Bloomberg 8/28/17 saying, "When you have diversity of thought, and all types of education and backgrounds come into play, then you can build amazing products and serve your clients better." What this means in our space is avoiding some of the group-think that is harming profitability. How does homogeneity of thought make bad business? Some people point to private equity firms chasing the same corporate targets and driving up prices, banks putting downward pressure on their fees because they're chasing the same limited number of IPO targets, and hedge funds making "consensus trades" that don't allow them to be differentiated in their return profiles.

So what are people doing about getting more diverse workforces and greater diversity of thought? Here we examine how a couple of areas of finance, the venture capital and hedge fund spaces, are addressing the topic:

Hiring Changes in the Venture Capital World

Venture Capital firms in Silicon Valley have been frequently attacked for their homogeneous workforces, especially in senior positions. And the stats bear it out: a 2016 survey from Deloitte and the National Venture Capital Association found that of VC firm investment partners, 11% were women, 13% were Asian, 2% Hispanic, and 0% black. Many believe the Silicon Valley harassment scandals that came to light were driven by the gender imbalance in the industry (as detailed in the NYT 6/30/17).
Things are starting to shift, however. Greylock, Madrona, Redfin and other VCs came forward with a campaign #DiverseFromTheStart, whose goal is to get more women and people of color onto the boards of start-ups. The VCs are asking their portfolio companies to recruit an "Independent, diverse board member" within two years of getting funded.

But as Melinda Gates, a vocal proponent of greater female representation, pointed out, "The gender gap in VC isn't just a gap in who is receiving the funding - it's also a gap in who's doing the investing." Just last month, in March 2018, more than 700 tech entrepreneurs and CEOs formed "Founders for Change," an organization whose members have made a pledge to strongly consider a VC firm's gender and ethnic makeup when seeking out investments. This coalition is putting pressure on VCs to take a close look at the diversity of their staff, or risk losing out on some of the most potentially lucrative investments in the Valley. Could Founders for Change make an impact on diversity in venture capital? Considering its members consist of tech heavyweights Dropbox, Airbnb, and Lyft, there's a good chance this initiative could move the needle.

The tech world has been a leader in encouraging diversity of thought as well as diversity of hiring. Steve Jobs saw the value of having people from different backgrounds work together. When designing the new HQ for Pixar, he supposedly located the large bathrooms in a central part of the building, far from individual company segments. When employees had to make the trek to the bathroom, they'd start talking to each other. The hope was that original and innovative ideas would come out of those random interactions. I guess it's fair to say his company achieved that (this example and others in March 2018

HBR article on Workplaces). We're watching to see how investment providers behind these firms can become as forward-thinking.

Creativity within Hedge Fund Recruitment

The hedge fund industry has been particularly criticized for fostering a herd mentality. This is manifested in "crowded trades," one of the most common explanations for poor hedge fund performance over the last few years. What's driving this? Go to a hedge fund investment professional event and you'll see strong patterns in educational background and professional history. Actually what you'll see is a lot of guys in gingham shirts and company fleeces. Their similar life experiences, peer groups, and analyst training experiences have led them to share similar world views and analyze opportunities in similar fashions, goes the argument.

So how to go against the grain and avoid just hiring the obvious suspects? Bill Ackman early on at Pershing Square hired his impressive fly-fishing guide as one of five analysts (colorfully described in Forbes back in 6/29/12). Ackman said at the time, "I thought it was good to have someone out of the mainstream." He went on to hire someone he met in a cab and his tennis pro to join the investment team. But strategic hiring doesn't require HR heads to be travelling around town looking to interview their doorman, Uber driver or barista. It normally means just pushing managers to interview people who might not look like carbon copies of others at the firm. In the simplest dimension, there's gender. Women make up very few of the senior investing ranks at funds. At multi-managers, fewer than 5% of portfolio managers are female (even though women-led hedge funds outperformed their male-led counterparts by 2x in 2017) (Financial Times, 9/15/17). As a recruiting firm, we have increasing requests from clients to ensure we're paying particular attention to under-represented categories when suggesting candidates.

Another way that some firms have been able to attract and recruit talent outside of the obvious Wall Street feeder schools is to host investment competitions. A leading example is Citadel, which hosts contests designed to recruit candidates in STEM. Called "datathons," these competitions attracts students with technical backgrounds to compete for a cash prize. It's a great way to find people who might have never before considered a job in the finance industry (described in "Why we Modeled our Hiring Process on the NFL and NASA" by L.J. Brock and Justin Pinchback, HBR 1/25/18).

A source involved in assessing investment idea submissions told us, "I love the idea that the standout person could end up being a grandmother in Iowa or a high-schooler in Kenya. Waving around an Ivy League degree will get you nowhere - it's what you can do."

Currently these exercises skew more quantitative but that is evolving. The increased use of psychometric and IQ tests like Caliper, Watson-Glaser and Wonderlic by fundamental hedge funds is solving for the same thing - to level the playing field and focus on what matters. Jonathan Jones, the Head of Investment Talent Development at Point72, is a leading proponent of this type of thinking. In a post on the website Quora, he points out that some of the firm's most successful recent hires have come from fields ranging from engineering to computer science to classics. He notes, "It's not about what you know going in, it's about your capacity and drive to learn."

After all, proven modeling skills from a finance program with a solid reputation is ultimately a very small part of determining who'll become the next Jamie Dimon or Steve Schwarzman. We foresee the resume being a decreasingly important part of the puzzle over time - brands and grades are easy markers to judge people by, but are mere blunt instruments. In our view, the push for diversity is actually helping us get to the root of what talent actually is - which can only be a positive for the industry.

Approaches to Hiring non-U.S. Employees

One of the foundations of the U.S. labor market has long been its adaptability; any shortage of specialized skills could be readily alleviated via direct access to the global market for talent. However recently there have been changes to immigration policy and how it's being enforced. These changes include a stricter adherence to existing policy, additional visa diligence steps (elongating immigration approvals), and a sharp reduction in visa grants.

We got in touch with a number of HR personnel and Hiring Managers in the alternatives space to see if effects were being seen at the hiring level. The biggest take-away is that yes, changes are afoot. For firms that regularly hire non-US staff, the minimum effect noticed is delays and more paperwork. One Head of Recruiting for a $5Bn asset manager told us, "Slower times, more questions, audits, etc. is now the new norm..."

But at some firms the effects are even more dramatic. Asking for total anonymity, one HR Head of a large credit firm stated unequivocally, "We are hesitant to pursue any further visas, and we are no longer sponsoring Analysts which we explain during the on-campus interview process."

So what's driving people to make decisions like this? Practically, work visas are now considerably tougher to get. All told, there were 78,000 fewer visas granted in fiscal year 2017 than in the previous year (WSJ 3/11/18). But there's also an emotional element. Many mentioned "increased uncertainty." Given the lack of clarity on certain issues from the USCIS, immigration consultants and attorneys aren't currently able to offer the same level confidence in their advice to their clients.

The most notable pull-back has been with H1B visa applications, where firms are now showing the most reluctance to pursue. There has usually been challenges with this visa type given the H1B lottery process, but these days, the bar has been raised even higher. As noted publicly, after alleged systemic abuses that saw companies hiring international talent below U.S. market salaries, government scrutiny has increased. These issues may have been more in the tech and outsourced IT field, but the effects carry across all H1B applicants. TN visas for Canadian citizens have been seen as very straightforward to obtain, but this visa category is linked to NAFTA participation, so we're hearing a lot of concern that these visas have gone from being a near certainty to a discussion topic. On the other hand, we heard that there were few issues with L-1s (intercompany company transfers), OPT/STEM (international students being able to stay for some years following their degrees) and E-3 candidates (those from Australia, Chile and Singapore who still receive preferable treatment with limited additional government involvement).

Reactions to these challenges vary, though there is much disenchantment. One HR professional stated, in a view echoed by many: "I only see the process getting a lot harder, more cumbersome and taking more time." In many firms, rather than having a sweeping firm-wide policy, business units are being allowed to decide whether to pursue immigration with their hiring. The thought being, as long as they know the increased time and cost that could potentially be involved, then they're in the best position to determine whether it makes sense to pursue visa support for a given candidate. Visa applications are typically being reserved only for the most specialized, hardest-to-fill and "needle-moving" roles, particularly on the investment side. We also heard that the larger, global firms are more likely to take on visa support. Not only do they typically have great HR and legal resources, as well as more experience in dealing with such cases, but they usually possess a useful plan B - a given hire can spend time in their London or Hong Kong office before returning to the US, in the scenario of a visa application not being granted. One C-level professional at a large firm mentioned that they just brought an analyst back to the US from their Singapore office after three years of annual attempts in the H1B lottery.

Traditionally we see investment management firms looking for the best and most qualified candidates. While that's still the case, the importance of "US work authorization" has increased. Green card holders and even holders of current H1Bs are generally viewed equally alongside US citizens, but the challenge is for those needing visa support. While there are difficulties, most firms are not giving up the fight, and that's for practical, business reasons. One CAO put it like this: "Talent is at the core of our business. We've always tried to hire meritocratically. We want to be blind to diversity categories in order to hire the best people; equally if the right person for the role is from outside the US, we're not just going to sit back and forego this whole talent pool."

Private Equity Moves

Name	Joining	Leaving
Pete Batesko	Cobepa	Clayton Dubilier & Rice
Bradley Brown	KKR	Pennant Capital Management
Ryan Buxbaum	Fortress Investment Group	Apollo Global Management
Jonathan Contos	HIG Capital	American Infrastructure Funds
Luna Dai	Softbank	Warburg Pincus
Ryan Harper	Welsh, Carson, Anderson & Stowe	Hudson Hill Capital Management
Tyler Levin	HIG Capital	Ares Management
Erica Martin	KKR	Warburg Pincus
TJ Parthemer	Centerbridge	Snow Phipps

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The Keys to Differentiation for Private Credit

The private credit market has abundant dry powder; too much capital, not enough deal flow, as total capital allocated to private debt strategies reached $28.7B in 2017, a 57% rise from the prior year (as quoted in Pensions & Investments 2/19/18 - though numbers are likely even higher, as some institutions don't publicize their investments). Given this enormous capital influx, we're seeing funds looking to differentiate their investment strategies in order to unearth new avenues of capital deployment.

Beyond standard practices (minimizing cost of capital, increasing fund size to invest in multiple markets), we note five differentiating strategies that private credit firms are utilizing to put all that dry powder to use.

1) Diversifying Product Offerings - It's no secret that esoteric investment strategies are all the rage (see our Q1 newsletter article on that very topic). ABL, Agriculture Tech, Aviation Investment and Litigation Finance are just some of the alternative assets being touted as the 'next big thing' in Wall Street's investment universe. Investors are attracted by compelling returns and lack of correlation to traditional markets. Of course, funds need to consider the added diligence measures that come along with an introduction to new markets. Perhaps that is why candidates with experience evaluating asset risk and contracted cash flows are in such high demand these days. As one HR Manager from a special situations fund told us, "Rather than just the best athletes, we are focused on hiring structured finance professionals because of our push into ABF and esoteric securitized assets."

2) Focusing on Industries - While generalist funds tend to want to maintain their generalist status, some are doing so while also focusing on a couple of niche sectors that will serve as the foundation of their portfolio. Financial Services, Healthcare, Commodities and Technology are common examples; a specific case would be middle market lender Golub Capital's renown expertise in Healthcare. The firm is supplementing its vast portfolio with a niche industry that many feel has substantial room for growth, which could also provide lending opportunities down the road.

3) Maintaining a Flexible Mandate - More and more firms are adopting an opportunistic credit model, whereby they focus on illiquid private deals, yet remain nimble enough to engage in secondary deals when the timing is right. For example, Falcon Investments Advisors is raising a dedicated Structured Equity fund alongside traditional Junior Capital Funds (their core competency.) Special situations, junior vs. senior debt, and sponsored/non-sponsored deals are ways that firms seem to be diversifying their portfolio with a more flexible model.

4) Accessing Platform Benefits - Different types of financial services firms enjoy distinct benefits. Private equity shops, for example, can speak directly to companies about liquidity issues, and rely on a natural sourcing machine in the growth equity call center. Pensions, Fund of Funds, and other LPs have access to sponsor deals that may never make it to other players' desks. For private credit firms looking to scale, it makes sense to partner with outside shops in order to leverage their platform benefits. We see many smaller private credit firms looking to partner with larger funds to help raise capital and provide backend support. We've also noticed a hiring trend recently where large private equity and pension funds are building out teams, typically of three to six credit professionals, to help provoke these types of partnerships.

5) Being a Central Connector - Firms often come across interesting deals that unfortunately don't comply with their current portfolio constraints. Rather than simply passing, some firms look at these as opportunities to curry favor with industry peers. This can be achieved by providing the sponsor access to lender alternatives, or even by passing the deal off to another lender directly. Acting as a central connector not only differentiates the firm, but could provide opportunities down the road as others return the favor. As Joe Burkhart, Managing Director at Saratoga Investment Advisors told us, "We are a solutions-oriented lender. That means when an investment opportunity doesn't fit our mandate, we often recommend other investment groups that may be a better fit. This helps us stand out in the market and fosters a deeper relationship with our clients and industry peers."

The next challenge is actually delivering on these strategies. This requires the right personnel, and the competition for talent is growing fiercer. But in the context of dry powder, growth, and an expanded opportunity set, this is a challenge firms are aggressively looking to overcome as they seek to evolve. As one Manager at a multibillion-dollar private credit fund stated, "The paradigm is shifting. Adaptation is key, and those with the flexibility to adapt will find surer footing over the long term."

Private Credit Moves

Name	Joining	Leaving
Chelsea Aharon	KKR Credit	Guggenheim
Michael Bauer	Level Equity	OFS Capital
Zoltan Berty	ORIX USA Corp	Gladstone Companies
Erik Bissonnette	Owl Rock Capital	CapitalSource
Steve Crino	Alcentra Capital	Benefit Street Partners
Vincent Devito	Arena Investors	Patriarch Partners
Ivelin Dimitrov	BC Partners	Fifth Street Finance
Tom Libretto	New Mountain Capital	Partners Group

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Landing Your Top Choice Candidate

The hiring market for hedge funds and private equity firms is as competitive as ever. Hiring firms are moving quickly, spending lots of time with prospective candidates and making very strong and sometimes very creative offers. Likewise, candidates are making decisions based on more than just quantitative factors such as salary, bonus, and compensation progression. They are now placing considerable weight on qualitative factors such as what they will learn, whom they will interact with, firm reputation and company culture. Additionally, the ability of candidates to diligence firms via online platforms such as LinkedIn, Wall Street Oasis and Glassdoor has significantly transformed how candidates make career decisions by opening up the 'black box' of these firms' inner workings.

However, most firms get so caught up in finding the best candidate, they forget that a candidate is also trying to find the best firm. They tend to orient an interview process according to their own agenda and at their own pace, without offering due consideration to the candidate's timetable. Only the most desired firms can afford to act in this way; others that do so tend to find themselves frustrated with their hiring, as candidates they decide they like fall out of the process.

So what can hiring firms do to help their cause and actually land their target candidates? It first requires a mind-set change. Prospective candidates need to be seen as important, much like prospective LPs. Even if a deal is not ultimately closed at this time, a good experience buys an option for the future and helps brand perception in the marketplace. To help construct your most effective interview process, we drew from our experience of arranging tens of thousands of interviews to compile this list of five best practices:

1) Always Be Closing - It's cliché, but it works. Promote the opportunity that the candidate is interviewing for throughout the entire process, not just at the very end. Candidates generally perceive the interview process as an indication of what it will be like to work at the firm, so the interview process should involve two-way selling from the outset. Top-tier candidates are usually engaging multiple firms simultaneously, so you don't want to wait for a Round 5 interview to start selling them; they might very likely get scooped up by another firm before ever reaching that point. If you've built excitement from the get-go, they will more likely see your process through to the end, regardless of other processes. Share with candidates what about their experience/personality/attitude makes them a strong fit with your firm. Start painting the picture early, and let them in on the finished product. As a practical guide, some firms break down a 45 minute first round into an initial 5-10 minutes of the interview talking about themselves, the firm and role, 30 minutes of questions to the candidate and then a final 5-10 of answering questions from the candidate. Most candidates won't be invited to a second round, but the vast majority should come away with a favorable impression of the firm.

2) Show Your Culture - When we query top candidates on their reasons for rejecting a potential opportunity, one of the most common responses is that they've heard the company "is not a great place to work," or that it has a "very tough culture." That's why it's so important to show a candidate exactly what they'll be experiencing as a member of your team. Take candidates out for drinks and invite them to speak with junior people to get a sense of who they'll be working with, and what the company culture is like. Highlight the specific aspects of your culture that are unique and elicit excitement from candidates during the early stages of the process to keep them coming back for more. Drive the talking points particularly around redemptions and turnover. Candidates are also doing reference checks on you and it's easier than ever to get hold of current and past employees. Get ahead of issues and show them your culture instead; let those experiences do the talking.

3) 'Who' Over 'How' - Most hiring firms focus on how to conduct an interview, while overlooking or underplaying who at the firm is responsible for that undertaking. From a candidate's perspective, the 'who' is at least as important as the 'how.' Remember, who candidates meet in the early and late rounds will carry more weight than whom they interact with during the middle stages of the process. To that end, don't put the driest or most direct interviewer in front of a candidate at the outset, as that could leave them with a less than favorable first impression. Start off with someone warm, personable and outgoing; an employee who is one of the strongest advocates for the firm, and then go from there. Another bonus is if anyone at the firm has a personal connection with the candidate (same undergrad or MBA, same banking group, from the same city, etc.) be sure to have them meet early in the process. If candidates forge a strong relationship with at least one current employee, that will make them more comfortable throughout the later stages, and offers them a sounding board for any questions/issues that arise.

4) Communication is Key - Communication is the cornerstone of any strong relationship, and the hiring firm / candidate relationship is no different. Hiring Managers should be transparent about the entire process ahead of time. Let the candidate know where they're headed before they get there, what to expect at each turn, and try not to throw any curveballs (unless you're intentionally throwing them a curveball to gauge their response). Additionally, be transparent about the job itself and your firm's expectations. In the recruiting space, we're noticing a shift to retained over contingent firms partly driven by this factor. You want a firm representing you in the market that takes the time to get to know you, and to communicate about you appropriately in the candidate marketplace.

5) Stay in Touch - here's a scenario that happens all too frequently: We introduce a candidate that the hiring firm loves. The firm wants to benchmark the person and "see who else is out there" before moving anyone to later stages. Weeks go by. The firm then goes back to the initial candidate and there's surprise and disappointment that the candidate is now involved with other firms and seems less interested.

Does this mean you need to make an offer to the first good candidate you find? No. But finding a way to continue to engage someone who you think has a reasonable chance of making it (by having them meet others, having check-in calls, doing diligence on each other etc.) significantly helps to maintain positive momentum. People forget that frequent touch points are the number one indicator of interest a firm can offer. Candidates typically have to invest considerable time and effort into a firm's interview process, with hours taken off work, preparing pitches, writing cases etc. and they're very sensitive to slow feedback and leaving large gaps in between touch points. Candidates typically assume the worst and mentally and practically start focusing elsewhere. So check-in, give updates, arrange additional meetings - in sum, continue to engage and give the impression that getting this person is a priority for the firm (which it probably is - it's just that there are ten other competing priorities at any given time!). Again, a good recruiting partner tries hard to "keep the candidate warm," but it's more effective and credible with real information to go on.

In sum, the investment community is a small world. Everyone knows someone who knows someone who used to work for the firm they're interviewing with. Reputation is key, and the hiring process clearly begins before any candidate ever walks through the door. The best firms think about communication, culture, balance and closing from the word 'go,' and as a result are much more likely to land their ideal candidates. Firms that neglect this approach are still able to hire - but it's typically slower, more cumbersome and may require more dollars on the offer to seal the deal.

News from Odyssey

We're very happy to welcome Halley Cruice to the team! Halley joins Odyssey after two years at a NY-based expert network firm where she supported private equity firms and hedge funds with research and market intelligence. She grew up in Darien, Connecticut and was a Varsity Squash player at Trinity College. Read more here:

http://www.odysseysearchpartners.com/portfolio-item/halley-cruice/

Odyssey in the News

http://www.odysseysearchpartners.com/news/adam-kahn-highlights-pitfalls-for-managers-och-ziff-succession-u-turn/

http://www.odysseysearchpartners.com/news/anthony-keizner-citadel-swoops-in-again-to-grab-quant-team-left-behind/

Adam Kahn   Anthony Keizner   Brian Byck   Vincent Colangelo
Brent Zaterman   Jeff Rosenblum   Rachel Kaplove   Sanjeev Sharma
Halley Cruice   Lauren Neag   Mehrin Ali

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