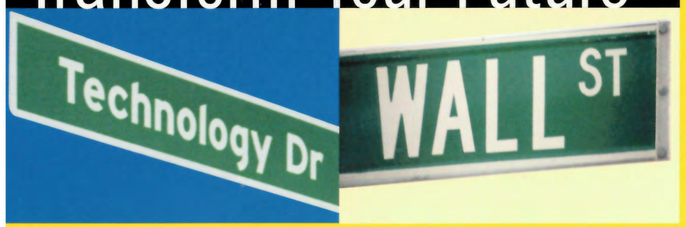
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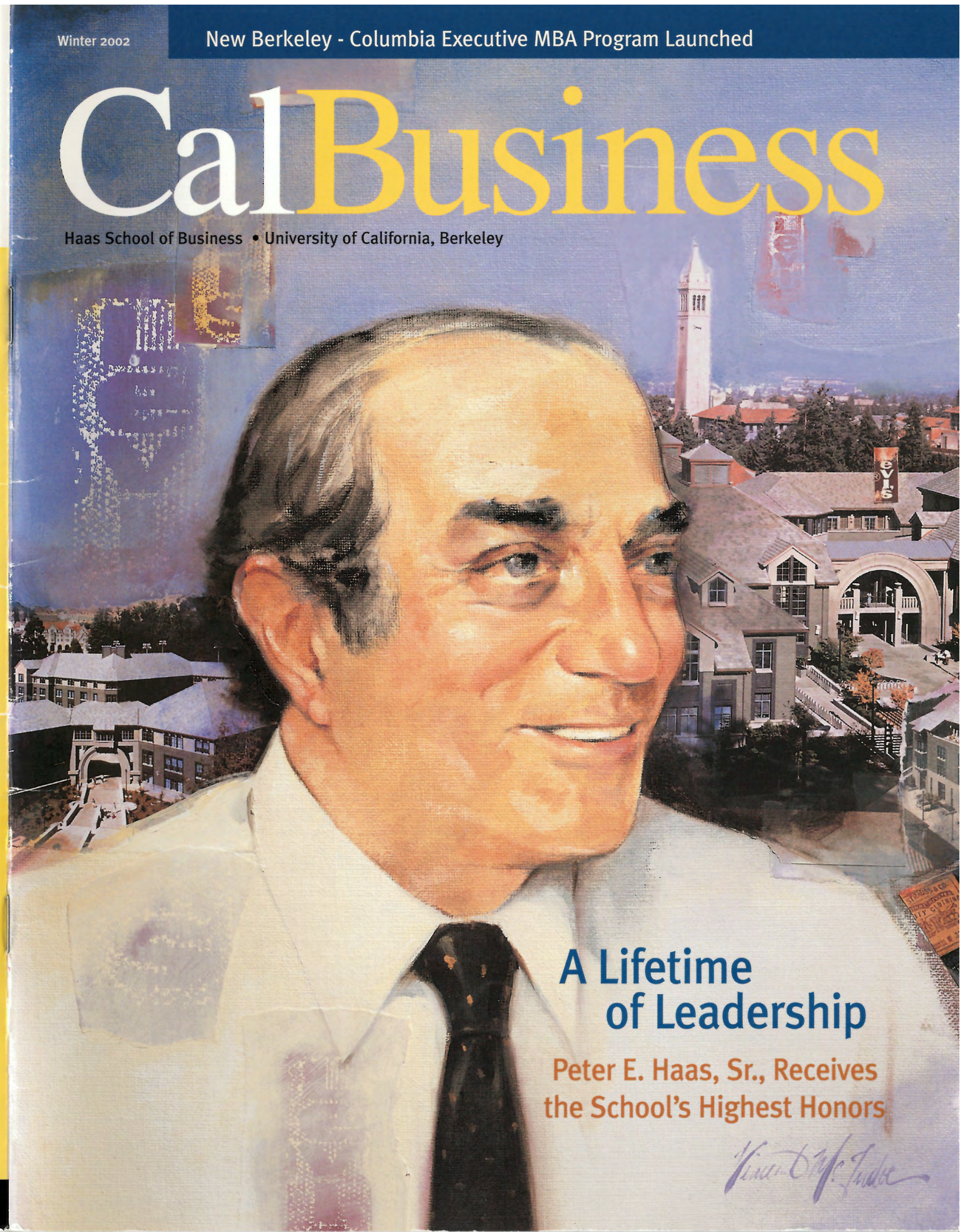
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Winter 2002

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Winter 2002

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Columbia Joins Haas for New Executive MBA;
Plus Part-time MBA Now Available on Weekends

by Ute Frey

The Haas School of Business launched two new programs this year: the Berkeley-Columbia Executive MBA Program and the weekend option in the Evening MBA Program.

Berkeley and Columbia Announce Joint Executive MBA Program

The Haas School and Columbia Business School jointly launched the Berkeley-Columbia Executive MBA program in 2001. The Berkeley-Columbia EMBA blends the distinctive strengths of the two schools: Wall Street and Silicon Valley, New York and California. Aimed at a select group of high-level executives, the new program will enroll its first class in June 2002.

The EMBA curriculum will offer participants fresh insights into the complex forces of global, financial, technological, and entrepreneurial changes that are transforming the business world. It leverages the schools' locations in two of the world's most important business centers – New York City and the San Francisco/Silicon Valley area.

"In today's turbulent business environment, executives must possess outstanding management skills and a keen understanding of the rapidly changing nature of the economy and business world," said Laura Tyson, who, as dean, oversaw the creation of the EMBA. "This unique educational partnership will develop leaders with the requisite vision and skills for success."

Designed to accommodate the busy executive, the Berkeley-Columbia EMBA features a convenient schedule of Thursday through Saturday instruction over 19 months. The bi-coastal curriculum, taught by the faculty of these two premier institutions, will offer broad, general management courses with a strategic perspective, including a series of cutting-edge electives in areas such as IT strategy and international finance.

Companies sponsoring promising executives in the Berkeley-Columbia EMBA will see immediate benefits from the program, as participants are encouraged to apply cutting-edge concepts to their workplace.

The Berkeley-Columbia Executive MBA program has been designed for senior managers with a record of significant achievement, demonstrated leadership ability, and substantial organizational responsibilities. In addition to receiving MBA degrees from both Columbia Business School and UC Berkeley, participants will benefit from a lifetime membership in the global professional networks of both schools that includes over 50,000 alumni.

The EBMA program places a major emphasis on drawing applicants from the west coast. Information sessions for prospective applicants across the nation began in the fall and will continue through February 2002.

To learn more about the Berkeley-Columbia EMBA program, go to www.berkeley.columbia.edu.

Berkeley Columbia

Berkeley-Columbia Executive MBA Program Facts

- Earn an MBA degree from Berkeley, and an MBA degree from Columbia.
- Half of the courses taught by Berkeley faculty, the other half by Columbia faculty.
- Classes met Thursday through Saturday — about every three weeks.
- Five classes will be spent in New York City over the 19-month program.
- Designed for senior executives who want to master today's complex business environment.
- Culminates in a 10-day applied project in Asia.
- Classes begin in June 2002 and finish in December 2003.

TheBerkeleyMBA

Weekend MBA Option Facts

- Beginning cohort of 60 students
- Six semesters over three years
- Classes run on Saturdays, 8:30 am to 4:00 p.m.
- About half of the classes will be held in Silicon Valley, the remainder at the Haas School
- Access to outstanding student services, library facilities, and career services
- Instructors drawn from same pool of Haas faculty as Evening and full-time MBA program

Weekend Option Added to the Evening MBA Program

Beginning this fall, the Haas School will admit the first weekend cohort as part of the renamed and expanded Evening & Weekend MBA Program. These fully-employed students will earn their MBAs by taking classes on Saturdays, and about half of the courses will be offered in Silicon Valley – the first time Haas has offered a degree program in the South Bay.

The new weekend option is an expansion of the school's popular and highly competitive Evening MBA Program, which is ranked one of the top ten part-time MBA programs in the US.

"With Saturday instruction and with about 50% of the classes being held at a site in Silicon Valley, the new weekend option offers real choice and convenience to the hundreds of men and women who apply to the program each year," said Andy Shogan, associate dean for instruction. "In this turbulent economy, it also meets the needs of the growing number of working professionals who want to differentiate themselves in the job market and get a jump start on a better career."

Shogan said the decision to teach half of the program in Silicon Valley recognizes the importance of the South Bay area and the fact that about half of the current Evening MBA students commute to their Haas classes from the South Bay on two evenings a week.

For six semesters (fall and spring) over three years, the 60 students in the weekend option will attend classes on Saturdays from 8:30 a.m. to 4:00 p.m. Weekend students will also have access to an equivalent level of the student services, library facilities, and career center services as those provided to evening cohort students.

The core courses and a set of the most popular elective courses will be offered on Saturdays, thereby enabling students in the weekend cohort to complete on Saturdays all coursework required for the MBA degree. Students in the evening and weekend cohorts will be able to enroll in electives in the other cohort, and in the full-time MBA program, on a space available basis.

Haas Social Venture Competition Morphs into New National Partnership with Goldman Funding

National Social Venture Competition

Haas School of Business at UC Berkeley
Columbia Business School
The Goldman Sachs Foundation

When a small group of MBA students launched the first social venture competition in the fall of 1999, it seemed unlikely to succeed, let alone become a nationwide endeavor. Two short years later, the National Social Venture Competition acquired significant financial support from Goldman Sachs and is now co-hosted by the Haas School and the Columbia Business School.

The National Social Venture Competition is still the only business plan competition that invites aspiring entrepreneurs to develop plans for businesses that have clear, quantifiable social or environmental returns as well as a healthy financial bottom line.

Since 1999, the competition has attracted more than 100 teams from business schools across the United States and Europe. The new partnership will expand the competition's reach and scale. The Goldman Sachs Foundation underwrote the competition with a gift of $1.5 million to help build a national platform for social entrepreneurship.

"This innovative program is an important milestone in the social enterprise field and presents a unique opportunity to advocate high quality entrepreneurship education on a national scale," said Stephanie Bell-Rose, president of The Goldman Sachs Foundation.

The entrepreneurship centers of the two business schools are coordinating with The Goldman Sachs Foundation to organize and promote national events in the San Francisco Bay Area and New York. Over the course of this year, both schools will host additional events to encourage participation. Mentoring workshops will take place at Columbia Business School and the Haas School with prominent investors, while alumni will work with the teams to perfect their business plans and presentations. The Haas School's Lester Center for Entrepreneurship and Innovation will host the 2001–2002 national competition finals at UC Berkeley on April 5-6, 2002.

Fall 2001

MBA Students Head Back to Basics

Full-time MBA students have shown renewed interest in more traditional business elective courses such as finance and marketing during the fall semester. While technology continues to be a strong theme at the Haas School, where it is woven into the curriculum, course offerings, and events, the demand for e-commerce courses has waned.

The ten most popular MBA elective courses for the fall semester, based on total demand, are:

- Corporate Finance
- Corporate Financial Reporting
- Corporate Strategy
- Deals
- Managing New Product Development
- Marketing Research
- Negotiations
- New Telecom Ventures
- Pricing
- Product Management

New Courses Offered in Fall 2001

- Deals
- High-Tech Product Design
- Strategic Computing and Communications
- Case Studies in Entrepreneurship
- New Telecom Ventures
- Housing and Urban Economy
- Financial Services Industry
- Technology Sector Literacy

Rudy Peterson, BS25, Honored at Annual Lecture

David Vogel (below right), the George Quist Professor of Business Ethics, presented Rudy Peterson (below left), BS 25, with a plaque recognizing Peterson's commitment to teaching business ethics and his support of the Haas School at the fourth annual Peterson Ethics Lecture in October. William Drayton (top right), founder of Ashoka, an organization that supports social entrepreneurship, lectured on the importance of encouraging entrepreneurship in social endeavors.





Haas School in the 2001 Rankings

US News & World Report

MBA Rankings

- 7th best MBA program in the US
- 7th in nonprofit organizations
- 8th in general management
- 8th in marketing
- 8th in quantitative analysis
- 10th in entrepreneurship
- 10th in finance

Undergraduate Ranking

- 4th best undergraduate program
- 3rd in undergraduate marketing
- 4th in undergraduate finance
- 5th in undergraduate management
- 5th in undergraduate e-commerce
- 7th in undergraduate entrepreneurship
- 8th in undergraduate international business
- 9th in undergraduate accounting
- 9th in undergraduate production/ operations management
- 11th in undergraduate management information technology
- 13th in undergraduate supply chain management/logistics

America Economia Magazine

- 11th among global MBA programs offered in the US and Europe

Forbes (October 2001)

Return on Investment Ranking

- 15th in the US

Beyond Grey Pinstripes (October 2001)

- Top 15% in teaching how to manage environmental and social impact of business

Computer World Magazine

Techno MBA Survey

- Top 25 technology-driven business schools

Business 2.0 (November 2001)

- Top 20 tech-savvy MBA programs

Financial Times

Executive Education Ranking

- 17th best executive custom program in the world
- 10th best custom program in the US and best west of the Mississippi
- 2nd in fulfilling participants' and corporate purchasers' aims
- 4th in following up with the customers after completion of the program

Career Center and Alumni Work Together to Place New Grads

Despite a changing economy, 87% of the MBA Class of 2001 found employment within 3 months of graduation. The role of alumni in recruiting Haas students continues to be crucial, since many of the recruiters coming to campus continue to be Haas or UC Berkeley alumni. "The Haas alumni community has really come together to support our efforts," says Abby Scott, director of MBA Career Services.

The average base salary for 2001 MBA graduates was $94,300 and the average bonus was $46,800, up from $90,000 and $45,600 in 2000. Graduates accepted positions in a variety of different industries, but financial services was the top sector for the Class of 2001, followed closely by technology and consulting.

After a record year in 2001, Career Center officials have seen the number of on-campus interviews drop significantly in 2002. As a result, alumni have stepped in to help keep their companies on campus by participating in career panels, networking events, and firm nights. With a reduction in the number of formal recruiting opportunities, students are taking advantage of the more informal ones and continue to draw on Haas alumni for contacts in the business world.

"It's wonderful to see the Haas network respond to students requests for informational interviews and business contacts," says Scott.

If you would like to help a Haas student further his or her career goals, please contact the Career Services office for more information: www.haas.berkeley.edu /careercenter or 510-642-8124.

Career Choices Berkeley MBA Class of 2001

Top Industries

Financial Services	32%
Consulting	26%
Technology	24%

Top Functions

Finance	35%
Consulting	29%
Marketing	17%
General Management	14%



The Leading Edge: The Future Comes to Haas

The 2001 Leading Edge Conference, titled "@ the intersection of business, technology, and leadership," brought heavy hitters from the business and technology sectors to Haas to discuss the future of their industry. Arun Sarin (above left), CEO of Accel-KKR Telecom, chatted with students after giving the first keynote address of the day. Brian Bogosian (above right), president and CEO of Visto Corporation, gave the closing keynote address.

Intel CEO Craig Barrett Speaks at Haas

Craig Barrett, CEO of Intel Corporation, spoke on November 14 at the 2001-2002 Business Faculty Research Dialogue on this year's theme "Adding Value with Information Technology." Barrett brought along several sizes of silicon wafers to show the audience how the manufacture of silicon chips has advanced in recent years.



Orpheus Chamber Orchestra Teaches MBA Students about Shared Leadership



right: Members of the Orpheus Chamber Orchestra discussed their interpretation of Haydn's Symphony No. 63 during their residency at the Haas School.

The Grammy Award-winning Orpheus Chamber Orchestra – the only chamber orchestra in the world that rehearses, performs, and records without a conductor – shared its unique approach to shared leadership in the workplace at a one-day teaching residency for Haas MBA students on the Berkeley campus on November 29.

The Orpheus Orchestra demonstrated its work process from preparations to final product as it rehearsed the first movement of Haydn's Symphony No. 63 in C Major in "real time" in front of the student audience.

Students had an opportunity to ask questions and hear about applications of the Orpheus Process to the business world by then-Dean Laura D'Andrea Tyson; Harvey Seifter, executive director of the Orpheus Chamber Orchestra and author of *Leadership Ensemble;* Haas lecturer Terry Pearce; David Pottruck, co-CEO of Charles Schwab; and John McGeehan, chief administrative officer of Morgan Stanley Japan Limited.



left: Haas lecturer Terry Pearce and David Pottruck, co-CEO of Charles Schwab, discussed the applicability of the Orpheus Process to Charles Schwab, where Terry Pearce serves as senior vice president of executive communication.

The event was sponsored by the global financial services firm Morgan Stanley, which also sponsored a similar Orpheus residency at Hitotsubashi University, Tokyo, in June 2001.

"Morgan Stanley's own flat management structure and emphasis on team building and collaboration provided the basis for the firm's partnership with Orpheus," said John McGeehan, chief administrative officer at Morgan Stanley Japan Limited. "The powerful message the attendees at the seminars both in Tokyo and San Francisco took away with them was that the lessons of the Orpheus Process are as relevant to conference rooms as they are to the concert hall."

Orpheus has garnered worldwide attention in the corporate sector for its unique approaches to creativity, innovation, and self-management. The "Orpheus Process" is built on individual responsibility, shared leadership, and workplace democracy – principles that are highly valued in today's progressive corporate environment. These principles have enabled the orchestra to unleash the talent, vision, creativity, and leadership potential of each member of the group. The results have produced 28 years of sustained excellence at the highest level of international accomplishment.

Central to the distinctive personality of Orpheus is its unusual process of sharing and rotating leadership roles. For every work, an elected committee of musicians selects a concertmaster and each instrumental section chooses a representative. These chosen representatives, called the "core group," are responsible for forming the initial concept of the piece and developing an overall interpretive approach to the music (e.g., tempi, phrasing, articulation, dynamics) before the entire orchestra comes together to rehearse.

The core also structures the rehearsal process for the entire orchestra, which provides clear leadership while insuring that every member has a stake in the artistic outcome of every piece performed. In final rehearsals, all orchestra members participate in refining the interpretation and execution.



Louis Stern Gives Second Annual Aaker Lecture

In a spirited lecture for the David A. Aaker Lecture series, Louis W. Stern, the John D. Gray Distinguished Professor of Marketing at the Kellogg Graduate School of Management, Northwestern University, explained the necessary changes to marketing strategies and tactics to find the right paths to profitability in the post-Internet bubble era. Professor Emeritus Aaker (right) introduced Stern and joined the questions-and-answer session.

Staff News

Former Stanford Fundraiser Now Leads Haas Development



Larry J. Lollar joined the Haas School this fall as the new assistant dean for development and alumni relations. Lollar comes to Haas after a nationwide search to fill this position, conducted by the school with the assistance of the professional search firm Heidrick and Struggles.

Lollar brings more than 20 years of fundraising experience to his new role, including sixteen years at Stanford University and four years at the University of Texas at Austin, where he was vice president for development under UC Chancellor Robert Berdahl, who was UT's president at that time.

While he was at Stanford as the director of Foundation and Corporate Giving, Lollar raised $480 million in foundation and corporate giving as part of Stanford's $1.1 billion campaign.

"I hope to build on the successes of the Haas program," says Lollar. "There is a wonderful staff here and although we have some vacancies to fill, I want to get going with meeting the fundraising goals of the school."



Women in Leadership 2001: Explore, Inspire, Excel

The annual WIL conference is the longest-running student-run conference at Haas. In 2001 it attracted more than 400 participants including current MBA and undergraduate students, alumni, and career women and men from the greater Bay Area. Donna Dubinsky (right), founder, president, and CEO of Handspring, and Beth Sawi (left), chief administrative officer and executive vice president of Charles Schwab each gave keynote addresses at the conference.

Director Brings Admissions Expertise to Exec. MBA



Robert Gleeson joined Haas in 2001 as the director for the new Berkeley-Columbia Executive MBA Program.

Before coming to Haas, Gleeson served as associate vice president for Enrollment Services and registrar at Dominican College and director of Credentials and associate director of Admissions at Stanford University. As director of the new Berkeley-Columbia Executive MBA program, he is responsible for day-to-day operations in the program and for working with admissions staff and our counterparts at Columbia University to recruit, retain, and advise our new students.

Former Wharton Staffer Directs Evening MBA

Jane Thompson joined the Haas School in the fall as the director of marketing and operations of the Evening & Weekend MBA Program.

Prior to coming to Haas, Thompson served for 11 years at the Wharton School as senior associate director of MBA Academic Services, where she was directly involved in a variety of management and curricular activities. She also served as program director for several of Wharton's international MBA programs, traveling to southeast Asia, China, South America, and Europe with groups of MBA students. She holds a MS from the University of Pennsylvania in organizational dynamics and an MA from Pennsylvania State University in education.

Marketer to Head Part-time Admissions

Marjorie DeGraca, BS 87, joined Haas as the director of admissions for the Evening & Weekend MBA Program and the Berkeley-Columbia Executive MBA Program in January.



DeGraca holds an undergraduate business degree from Haas, and received her MBA from the Anderson School at UCLA. She served in academia as associate director of MBA Admissions and Marketing at Anderson and as assistant director of Recruiting in the Career Management Center at Stanford's Graduate School of Business.

Veit Appointed Director of Accounting Center



Tom Veit has been appointed executive director for the Center for Financial Reporting and Management and as a lecturer in the Accounting Group. He has been teaching part-time for 15 years and full-time for 8 years. He has held several academic administrative positions including the dean of the School of Accounting at Golden Gate University and director of the Master of Accounting and Financial Management Program for Keller Graduate School of Management.

Veit has 20 years of professional accounting and finance experience including positions in public accounting, internal audit, controller, and as vice-president of Business and Finance. He earned his BS in business administration in 1970 from Colorado State University and an MBA and MLA in 1989 from Alaska Pacific University. He is a Certified Public Accountant.

Staff Members Receive Chancellor's Award

Two staff members who play important roles in the lives of Haas School students received one of the highest honors presented to staff at UC Berkeley, the Chancellor's Outstanding Staff Award. **Dan Sullivan,** director of student services in the MBA Program, and **Pat Riegg,** career counselor for undergraduate business students in the Cal Career Center, were honored at a ceremony with the chancellor and vice chancellors on October 16, 2001.

Katz Named Top Antitrust Economist

Michael Katz, the Edward J. and Mollie Arnold Professor of Business Administration, took leave of Haas in fall of 2001 to join the Department of Justice. Katz will be the deputy assistant attorney general for economic analysis in the Antitrust Division of the Department of Justice. Katz will supervise all economic analysis within the Antitrust Division and direct the division's Economic Analysis Group.

"Like the stereotypical economist, I look at Michael's appointment from two perspectives," says Ben Hermalin, interim dean. "On the one hand, I can't think of a Haas faculty member who'd be harder to lose for a year or two than Michael. On the other hand, I can't think of an economist I'd trust more to advise the nation on antitrust matters than Michael. I just hope the current administration has sufficient sense to listen to Michael and take his advice seriously."

Since 1987, Katz has served as a professor at the Haas School of Business. In addition to researching on competitive strategy in systems markets, vertical integration, cooperative research and development, and antitrust in high-tech industries, he also directs the school's Center for Telecommunications and Digital Convergence.

Katz graduated summa cum laude from Harvard University in 1978. He received his Ph.D. from Oxford University in 1982. From 1994 to 1996, Katz served as chief economist at the Federal Communications Commission, where he was responsible for integrating economic analysis into all aspects of Commission policy making.

Katz is the fifth UC Berkeley economist, and the second at Haas, to serve as deputy assistant attorney general. Carl Shapiro, the Transamerica Professor of Business Strategy and director of the Institute of Business and Economics Research (IBER), was the deputy assistant attorney general for Economics in the Antitrust Division from 1995 to 1996.

Berkeley's Akerlof Wins Nobel Prize in Economics

George A. Akerlof, a professor in UC Berkeley's Department of Economics, won the 2001 Nobel Prize in economic sciences on October 10, 2001. It is the second consecutive year in which the Nobel Prize has gone to a UC Berkeley economist. Akerlof is married to Janet L. Yellen, the Eugene and Catherine M. Trefethen Professor at the Haas School.

"He has real flashes of insight into human problems, into what may explain social phenomena," Yellen said. "It's wonderful to work with him; he's so original." Akerlof and Yellen have worked together on numerous research projects including research that refuted prevailing wisdom about how the economy functions.

Akerlof is the author of a landmark study on the role of asymmetric information in the market for "lemon" used cars. His research broke with established economic theory in illustrating how markets malfunction when buyers and sellers – as seen in used car markets – operate under different information. The work has had far-reaching applications in such diverse areas as health insurance, financial markets, and employment contracts.

Akerlof shares the prize with economists A. Michael Spence of Stanford University and Joseph E. Stiglitz of Columbia University for their contributions to the analysis of markets with asymmetric information.

Akerlof, 61, is UC Berkeley's 18th Nobel Prize winner. He is the university's third professor in seven years to win the prize in economics, following economics professor Daniel McFadden (2001) and late Haas Professor John Harsanyi (1994).



Professor Michael Katz is one of five UC Berkeley economists to have served as deputy assistant attorney general for economic analysis in the Department of Justice's antitrust unit (left to right): Professors Joe Farrell (economics), Michael Katz (Haas), Richard Gilbert (economics), Carl Shapiro (Haas), and Daniel Rubinfeld (economics).

Faculty News

The Stockholm School of Economics awarded **Pete Bucklin**, professor emeritus of marketing, an honorary doctorate in recognition of his outstanding scientific contribution to the academic field of marketing and distribution and the valuable service he provided to the school's programs over the years.

Bucklin was feted at a black tie ceremony in Stockholm this past September. Two other Haas faculty have received Stockholm School of Economics honorary degrees. One is former dean E.T. Grether. The second is the current finance chair, Nils Hakansson.

Ganesh Iyer, assistant professor in the marketing group, has been named the Schwabacher Fellow for 2002-2003. This fellowship is the highest honor that the Haas School bestows upon assistant professors. During his fellowship year, Iyer will continue his research in the areas of customer information markets, consumer identification and targeting, and Internet institutions and their market impact.

Four Top Scholars in Finance and Manufacturing Join Haas Faculty



An expert on electronic trading systems, **Terrence Hendershott** has joined the Haas faculty as an assistant professor of manufacturing and information technology.

Hendershott has created a theoretical model of how electronic trading systems compete with stock exchanges. The largest electronic trading systems are electronic communications networks (ECNs), which are used for 30 to 40% of NASDAQ trades each day.

Hendershott is now looking at the impact that ECNs have had on stock trading. This includes the expansion of trading outside the normal trading day, the cost of trading using ECNs, and how the use of ECNs affects price discovery. "While the use of ECNs has grown dramatically since the mid-90s, unless there is some structural change in trading behavior, I don't think we will see 24-hour trading anytime soon," says Hendershott.



As a sideline to this work, Hendershott collaborates with his father, Patric, who is a professor of property economics and finance at the University of Aberdeen in Scotland, and his brother, Robert, who is an associate professor of finance at Santa Clara University. "The papers we wrote combined our interests in how the Internet is affecting the economy by examining real estate (malls in particular)," says Hendershott.

Hendershott earned his bachelors in mathematics and statistics at Miami University. He spent several years in industry, first as a senior analyst at Andersen Consulting then as an associate at Cornerstone Research. He earned his Ph.D. in operations, information, and technology at the Graduate School of Business at Stanford University in 1999.



Christopher Hennessy joined the Finance Group faculty this fall fresh from Princeton University where he received his Ph.D. and served as a lecturer in fall 2000. His research interests include how businesses are financed and how this affects decision making.

In his dissertation Hennessy discussed the way in which the choice of financing for a business (debt, equity, convertible debt, or equity warrants) affects investment policy. "I deal with two issues, the amount of investment and the riskiness of investment," says Hennessy.

Hennessy believes that understanding what determines the investment policy of businesses is essential to fostering economic growth. "A major part of the reason why the US enjoys its high standard of living is that capital is plentiful," says Hennessy. The US has given investors superior protection in terms of stability of property rights and guarantees against managers running off with funds. Russia offers a clear demonstration of what happens if you do not anticipate and protect against perverse managerial incentives."

In addition to his Ph.D. in economics, Hennessy has a Masters of Public Administration from Princeton University. His BA is from Swarthmore College in economics and political science. Prior to pursuing his doctoral degree, he was a senior consultant in the Barents Group of KPMG Peat Marwick.



Terry Odean, Ph.D. 97, has returned to the Haas School after four years as an assistant professor at the Graduate School of Management at UC Davis. He received extensive national press coverage for this research because it shows that individual investors don't make rational decisions about their investments.

Odean's work in behavioral finance started as theoretical work early in his graduate career here at Haas. His dissertation included empirical analysis of trading records for 10,000 randomly selected accounts given to him by an anonymous firm. In this data he saw patterns that challenged conventional ideas about investors' behavior. The traditional model assumes that investors are rational when they make decisions. Odean has shown that many investors consistently make sub-optimal investment decisions. On average, the stocks individual investors buy underperform those they sell, and the investors who trade most actively earn the lowest average returns.

"Doing research that shows people buy and sell too frequently has taken the fun out of trading for me," says Odean. "When I consider selling or buying, I end up saying to myself, 'This probably isn't as smart as I think it is.'"



UC Berkeley Professor **Candace Yano** has joined the Manufacturing and Information Technology Group at the Haas School this fall while still maintaining her ties to the department of Industrial Engineering and Operations Research in the College of Engineering (IEOR).

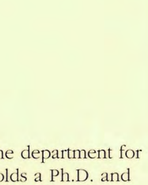
"Candi Yano is a first-rate scholar and teacher who will also provide leadership for our efforts to enhance and improve the operations management parts of our curriculum," says Ben Hermalin, dean.

Yano has been with IEOR since 1993 and served as chair of the department for the last six years. She holds a Ph.D. and a MS in industrial engineering, a MS in operations research, and an AB in economics, all from Stanford University.

In her research, Yano studies inventory control, production planning, distribution systems planning, integrated production-quality models, and integrated manufacturing-marketing models. Her work on integrated manufacturing-marketing models is concerned with determining the degree of product variety that best balances the marketing benefits of product differentiation with the associated manufacturing design and operations costs. Yano holds editorial positions at several journals including *IIE Transactions on Scheduling and Logistics* and *the Journal of Manufacturing and Service Operations Management.*

New Faculty Books

The Microstructure Approach to Exchange Rates



Richard K. Lyons, professor in the Economic Analysis and Policy Group

MIT Press 2001

$40.00

Homeless in California

By John M. Quigley, professor in the Real Estate Group, Steven Raphael, and Eugene Smolensky

Public Policy Institute of California 2001

$12.00

Telecommunications Law and Policy

By Stuart M. Benjamin, Douglas G. Lichtman, and Howard A. Shelanski, affiliated professor

Carolina Academic Press 2001

$80.00

Essays in Technology Management and Policy: Selected Papers of David Teece

by David Teece, professor of business and finance

World Scientific Publishers 2002

$45.00

The Fabulous Decade: Macroeconomic Lessons from the 1990s



By Alan S. Blinder and Janet L. Yellen, professor in the Economic Analysis and Policy Group

The Century Foundation Press 2001

$13.95

Minorities Benefit from Buying Vehicles on Internet, Marketing Study Shows



Marketing Professor Florian Zettelmeyer

A recent study by assistant marketing professor Florian Zettelmeyer and Fiona Scott Morton of Yale's School of Management found that the Internet serves as an equalizer for those whose demographic characteristics might end up costing them at a car dealership – primarily African-Americans, Hispanics, and women.

The study, titled "Consumer Information and Price Discrimination," used car purchase data provided by J.D. Power and Internet usage data by Autobytel.com.

The researchers found that minority buyers pay about two percent more than white consumers (or about $500 on the average car); however, most of this premium is due to differing income, education, and search costs. This might be expected because car prices are negotiated and socio-economic characteristics can influence the bargaining skills of consumers. For example, people who come from neighborhoods with a higher percentage of college-educated residents were found to pay lower prices at the dealership than the average consumer. Women pay a very small amount more, 0.2 percent (about $45 on the average car), than men pay on average.

The researchers found no evidence that minorities or women dislike bargaining or shop at more expensive dealerships. Rather, they concluded that the cost of searching for a good price on a car is higher, on average, for minority consumers. Lower levels of income and education, on average, mean minorities are not as successful in negotiating low prices. In addition, another study by Manning and Winston (1991) reported that minorities are less likely to own a car while shopping for a new car; this makes comparison shopping more difficult and therefore raises the average price minorities pay.

Shopping on the Internet eliminates the factors that raise the cost of car shopping for women and minorities, according to the study. Data from the referral service Autobytel.com showed that minorities paid the same prices as non-minorities, regardless of their level of education, income, and search costs. The study did not reveal any evidence of statistical race discrimination.

Said Zettelmeyer, "African-American and Hispanic consumers, who are least likely to use the Internet, are the ones who benefit the most from it."



Haas Experts Discuss Economic Outlook at School Forum

Haas students flocked to the Economic Outlook Forum for 2001 in November to listen to a panel of business faculty experts talk about everything from recession and company "right sizing" to the airline and insurance industries, from real estate and the stock market to Silicon Valley and globalization.

Panelists pictured here included professors Janet Yellen, Laura Tyson, Richard Lyons, Kenneth Rosen, Ben Hermalin, Jerome Engel, Hal Varian, Severin Borenstein, and Dwight Jaffee.

Keep it Simple, Marketer!

Marketing Success in the 21st Century Is All About Fewer Choices and Relieving Customer Stress

AN EXCEPT FROM A NEW BOOK, SIMPLICITY MARKETING, BY PETER SEALEY AND STEVEN M. CRISTOL



Peter Sealey,
adjunct professor of marketing

A new imperative for the positioning discipline has emerged: that marketers look for ways to connect their brands to simplicity. The interaction of two forceful tides – extreme choice proliferation and an exponentially increasing pace of change – creates a combustible combination that at once brings customers unprecedented opportunities and unprecedented anxiety. In the most developed economies of the twenty-first century, the next generation of positioning success will belong to these brands that relieve customer stress. That means simplifying customer's lives or businesses in ways that are inextricably tied to brand and product positioning. It means becoming the customer's partner in stress relief. Brands that do this will be the customer's heroes. Brands that don't will be nuisances.

We find great utility in simplifying the range of Simplicity Marketing strategies by reducing it to what we mnemonically call The Four R's: Replace, Repackage, Reposition, and Replenish.

Replace

REPLACE IS DEVELOPING and positioning products as replacements either for multiple products, or for more complicated products or processes. To reduce customer stress, Replace may be as basic as substituting a simpler product for a more complex one, or it may focus on consolidating the number of products or steps required by the customer to accomplish a particular task or goal.

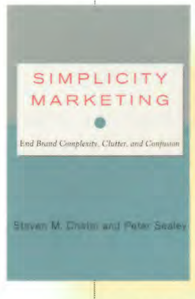
One of the simplest, most obvious examples of Replace among more firmly established categories predates the digital age: conditioning shampoo. For consumers who use hair conditioner, conditioning shampoo provided the opportunity to simplify by substituting one product for two – and save time both in purchasing and using hair care products. Until Procter & Gamble introduced Pert Plus in 1987, shampoo and hair conditioner were two separate purchases, two separate packages, and sometimes even two separate brand choices for the same customer. Yet the two products are largely co-dependent and almost always used together. For that substantial (and growing) market segment that is more concerned with saving time and effort than with purist fashion and cosmetic sensibilities, conditioning shampoo has become a must-have staple and is now a $5 billion-plus category worldwide that accounts for more than 30% of the total shampoo market.

In supermarket produce departments, the phenomenal success of packaged salad, or salad kits containing fresh, prewashed, pre-cut lettuces and other salad vegetables, takes the Replace strategy a step further. Where conditioning shampoo replaced two products with one, packaged salad replaced several different fresh produce purchases and also eliminated the time-consuming processes for cleaning, chopping, and mixing different salad ingredients. This product was such a time-saver/stress-reducer that it truly revolutionized the fresh produce category in just a few short digital-age years, spawning all sorts of fresh pre-cut fruits and vegetables in both stand-alone and combination convenience packaging. Time-starved consumers have sustained this "value-added fresh produce" category well beyond 20% growth per year through the late nineties, and it is expected to account for nearly $20 billion – almost a quarter of the entire fresh produce market – by 2003 as stress continues to mount.

Repackage

REPACKAGE IS BUNDLING TOGETHER a number of products or services that were previously only available from multiple sources (or as separate purchases from the same source), offering integrated solutions with a single point of contact for the customer. In some cases, Repackaging may principally focus on aggregating a multitude of related customer solutions in one place at price points that deliver obvious value; in other cases, the focus is on the integration required to make the individual products/solutions work better together. In either case, the result is value-added one-stop shopping. Done effectively, Repackaging will increase "share of customer" as well as attract new customers.

Before Simplicity Marketers, such as Yahoo!, used Repackaging strategies to build significant brand loyalty by aggregating information on the Web, Bloomberg L.P. built a highly successful digital-age business based on its core competencies in pulling together vast amounts of financial information for professional investors. From many different sources, the Bloomberg Service aggregates into a single source comprehensive worldwide securities information, news, research and analysis, and real-time, historical, and projected prices – and delivers it all to subscribers' desktop PCs, with the value-added replacement of PC keyboards with special keyboards that are color coded for fast, easy use of Bloomberg applications. With inventive Repackaging, Bloomberg has not only become the share-of-customer leader in professional financial information services, but has built a strong enough brand to successfully extend it beyond the professional market into television, radio, and the Internet.



An example of effective Repackaging by value-added integration of complementary services is Union Bank of Switzerland's (UBS) Art Banking service launched in 1997. Recognizing that the same wealthy individuals who collect and invest in fine paintings, antiques, jewelry, and other high-value collectibles are also the most desirable customers for traditional core banking services, UBS bundled together its Art Advisory Service, Numismatic Service, and Private Banking services into one comprehensive, reliable, and discreet package with a single coordinating point of contact for the customer. Repackaging all these services as Art Banking created an extremely appealing hook for customers whose wealth management needs and love of art intersect but had formerly been dealt with separately through multiple sets of advisors.

Reposition

REPOSITION, IN A SIMPLICITY MARKETING context, is directly positioning a brand on the promise of simplicity, or expanding a brand's positioning to reduce the number of brand relationships that a customer requires over time.

Major brands in both the consumer and business arenas found ways during the late nineties to successfully differentiate a basic brand promise by repositioning on simplicity – with products, services, and customer care to back up that promise. "Honda. We make it simple." crisply distilled into a relevant, credible, and differentiated brand position the Honda Motors reputation for straightforward dependability and user-friendly automotive design. Likewise, Hewlett-Packard epitomized Simplicity Marketing in a complex business technology category – large-scale computer storage – with the promise of "Stress-free storage. Guaranteed." Then, in 2000, Concert (the joint venture of British Telecom and AT&T) launched its "Simplicity™" brand campaign with the tag line promising "Global communications simplified to the nth degree." These simplicity-centered, stress-reducing repositionings were especially compelling in the context of their audiences' stressographics, since busy families with children were a high-priority target market for Honda, and stress-choked CIOs and information technology managers were a target for Hewlett-Packard and Concert.

Another approach to Repositioning is reducing the number of brand relationships that a customer requires over time. This may involve extending an upscale brand downmarket (for example, the less expensive Mani suits from high-end fashion designer Giorgio Armani) or finding ways that products already used by the customer can satisfy additional related or unrelated needs (Tums antacid as a calcium supplement). A related strategy is reducing the number of sub-brands within a family of products. In the early 1990s, 3M's dental division went from more than 100 proprietary brand names to fewer than 20, significantly simplifying things for 3M's dentist customer base.

Replenish

REPLENISH IS PROVIDING A READILY available continuous supply of zero-defect product or service to the existing customer base at acceptable price points, resulting in the customer only having to make the purchase decision once. This is especially relevant to staple goods, raw materials, and ongoing or recurrent services.

For loyal users of Crest, part of the appeal is knowing that the 6-ounce tube of the tartar-control variety will be virtually always available on the shelf of any retailer of health and beauty aids, regardless of which retailer, what day of the week, or what location. Formulation, flavor, and quality will not vary from purchase to purchase. With replenishment, Crest eliminates the toothpaste decision and reduces it to simply a near-automatic action with no customer forethought or analysis other than having noticed the supply at home is running low. As with other leading brands that enjoy extreme brand loyalty in staple categories, Procter & Gamble's job as a Replenisher of Crest is to execute product management at the level of zero defects and zero out-of-stocks. Missing the mark on either not only disappoints a loyal customer but also compounds decision-making time and effort as the customer weighs and selects alternatives.

Peter Sealey, former chief marketing officer of The Coca-Cola Company, speaks widely on brand strategy as a principal of Los Altos Group, Inc. Sealey is an adjunct professor of marketing and teaches marketing at the Haas School of Business. He also serves as co-director of the Center for Marketing and Technology.

Steven M. Cristol is a leading authority on brand strategy and a consultant to leading technology companies. He is co-author of Essentials of Media Planning: A Marketing Viewpoint, now in its third edition and translated into five languages.

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The Tyson Years

Interviewed by Cal Business Editors

As Laura D'Andrea Tyson leaves the deanship after three and one-half years, the Haas School of Business is stronger, larger, and better positioned than ever before. She has presided over major changes in the school's relationship with the central Berkeley campus, a significant expansion of the school's academic programs, and large-scale improvements to its programs and services. Moreover, the internationally known economist has brought flair and an increased level of activity to the Haas School that helped produce a higher profile throughout the world.

In an interview in the weeks before she left – temporarily, as she says – to become dean of the London Business School, Laura Tyson reflects on her time at the Haas School.

What is the state of the Haas School of Business as you prepare to leave at the end of 2001?

I think it is fair to say that the Haas School is stronger than ever. And while many things have changed for the better over the last three years, this state of affairs really represents a great deal of continuity. The Haas School has been on an upward trajectory for over two decades – spanning the deanships of Budd (Earl) Cheit, Dick (Richard) Holton, Ray Miles, and Bill (William) Hasler. Throughout all of this time, the basic mission has stayed the same: an unwavering commitment to creating and maintaining one of the very best business schools in the world.

And on every measure, we can point to successes and improvements. Of course, we face some significant problems and challenges; but on balance, we are reasonably well positioned for the future.

I really want to emphasize "we" here because of the community and team-oriented nature of this institution. We – collectively, including students, faculty, staff, and alumni – can take pride in the changes and forward movements that have developed at Haas over the last few years. There is so much incredible energy in this school! This has certainly been noticed at UC Berkeley, where the Haas School has become a model of innovation for the campus. And all this energy has helped to create a higher profile for the school in the world.

How can the school achieve its goal of being among the best worldwide?

It all comes down to outstanding faculty members, outstanding students, and outstanding staff members. As dean, you think creatively about how you can keep these assets in place and attract future assets, but you don't alter the fundamental mission or the fundamental need to have top-notch people. In fact, I believe that there will be continuity going forward at Haas because of the community's shared vision of the kind of school we want this to be.

What do you consider to be your major accomplishments?

To answer this, I need to go back in time. First, I agreed to become dean because I believe that the University of California Berkeley is one of the world's best universities; I have been blessed to be associated with it for so many years. Second, I was certain that Berkeley wanted and should have a preeminent business school. However, I also firmly believed that this goal was in jeopardy because the campus was not giving the school the flexibility to do what it needed to do vis-à-vis its competitors among other top business schools – in terms of attracting faculty, establishing research programs, establishing new academic programs, and so forth. I became dean only on the condition that I could work to establish a new set of relationships between the school and the central campus. Without this flexibility, we would have lost ground to the competition over time.

This issue was well understood by my predecessors in the dean's office. I was lucky enough to come in at a moment when this change became possible, in part because we had a new administration at the central campus level.

And the result?

We successfully negotiated what is now called the Chancellor's Pilot Program, which gives the school significant discretion, particularly in the area of faculty recruitment and retention. With the help of (Interim Dean) Ben Hermalin and others, we managed to use this discretion to offer market rate salaries to Haas faculty members, and to attract talented new faculty through competitive salaries. While we can now pay market rate salaries to faculty, we are required to use the school's own money - that is, we don't have any state funds for this purpose. This discretion has come with a price: the need to develop our own resources. And this is what we have been working on.

How is the school planning to raise additional revenue?

We have had to think strategically about how we could generate additional resources in ways which would not undermine the excellence of our existing programs and services. In the process, we have come up with some new academic programs; one has been launched and two others will begin in 2002.

For example, last spring the school successfully launched the Master's of Financial Engineering (MFE) Program, a one-year program with market rate tuition. Actually, the Berkeley finance faculty, which is one of the most outstanding finance groups in the world, came up with the MFE idea more than a decade ago. Unfortunately, campus approval for the program was stalled for years, while in the meantime other schools launched similar programs. When I became dean, we worked hard to get the program approved, with the rationale that it would generate new revenue, as called for under the Pilot Program.

And then thanks to some very talented people who are staffing the program, the MFE's first year has been a tremendous success. It attracted students from around the world who are greatly above our expectations, in terms of their number and quality. Moreover, the program has generated benefits for the school by increasing its visibility in the finance world. If you go now to the major finance firms, you find people who know about this program, including some who have been actively engaged in developing internships for MFE students. Now the Haas School is on the radar screens of these firms.

What are the other revenue generating plans?

One is a Saturday-only cohort of 60 students being added to our long-standing Evening MBA program – which we now call the Evening and Weekend Program – and the other is the Berkeley-Columbia Executive MBA Program.

We've known for some time that many of our Evening MBA students are facing increasingly difficult commutes at the end of the workday from the Silicon Valley to Berkeley for their evening classes. It was clear that we could serve more students – and serve them better – if we could find a way to let them choose to take classes on Saturdays; our objective is as much customer satisfaction as revenue generation. In addition, we will also be offering at least some of the classes in Silicon Valley, bringing the program closer to home for many students. The Saturday program debuts in August.

There's clear evidence that an expanding part of the MBA degree market is among fast-track executives who are in the ten year-plus experience range, and who are working full-time and don't want to quit for a full-time MBA program. My colleague (Associate Dean for Instruction) Andy Shogan has led efforts over many years to begin an Executive MBA program at Haas to serve this market. Given the workload of our existing and other new programs, we concluded that the only way we could mount this kind of program is with a partner. In Columbia Business School, we found a partner really skilled in operating successful Executive MBA programs, and one is that is complementary in a number of ways, including geography. The program is being marketed nationwide, and will enroll its first class in June. And just like the MFE Program and the Weekend Program, the objective in launching the EMBA

Search Committee Reviewing Candidates for Haas Deanship

With Dean Tyson's departure from the Haas School on December 31, 2001, the search for the next dean has moved into high gear. The Haas School Dean Search Committee is responsible for conducting the search and making recommendations for the next dean of the Haas School. Chancellor Berdahl will make a decision based on three recommendations submitted to him by the search committee or reopen the search. The members are:

- Barbara Horst Broque, assistant dean for planning, Haas School of Business
- Barry Eichengreen, professor, Department of Economics
- Hans Grande, MBA 02, MBA student and former president of the Haas School MBA Association
- Robert D. Haas, BA 64, chairman, Levi Strauss & Co.
- Herma Hill Kay, professor, Boalt Hall School of Law
- Arun Sarin, MBA 78, CEO of Accel-KKR Telecom
- David J. Vogel, the George Quist Professor of Business Ethics, Haas School
- James A. Wilcox, the Kruttschnitt Family Professor of Financial Institutions, Haas School
- Janet L. Yellen, the Eugene E. and Catherine M. Trefethen Professor of Business Administration, Haas School

Professor Mark Lemley of the Boalt Hall School of Law serves as chair of the committee. The committee has employed Korn/Ferry International to assemble a list of candidates, drawing from their resources as well as the nominations submitted to the committee.

program is to achieve both revenue and reputation enhancement.

Are there other accomplishments?

When I became dean, I was surprised that the school's non-degree executive education efforts – such as custom programs and two- or three-day courses – were small and were losing money – in contrast to most other business schools where similar programs generate huge amounts of revenue. One of the first things we did was to put in place outstanding leadership to turn around our failing efforts. To give a sense of how well we've done, Haas is now among the top ten US providers of custom executive education; and last year the program generated a seven figure amount in net revenue. This kind of achievement is made possible by a great staff and leadership at all levels of the school.

In fact, one of the things I am most proud of is the really talented staff that we have been able to put together over the past few years – people who are intelligent, energetic, and committed. The staff is committed to the students, committed to the quality of the academic programs, committed to the university, and committed to constantly improving the programs and services that they manage. For example, the school undertook a huge effort to expand and improve services for our students, such as the Career Center and the Computing Center. Working as a team, the staff has brought about real change and improvement in every area of the school. I have said many times that despite having a budget that is significantly smaller than our competitors, the Haas School, because of its staff, has been able to implement at very high levels and keep us in the race.

Would you also add reform of the MBA core curriculum as an accomplishment?

Yes, it is almost finished, and should be rolled out next fall for the incoming MBA class. Both students and faculty have been in agreement for several years on the need to make changes in the MBA core curriculum – especially to reduce its size. But it was extremely difficult to find a model that would bring enough people together. I acted as a facilitator to help find a way to do it.

When you change something as fundamental as the core curriculum, innovation will increase as a consequence. This is important. And there are lots of benefits, including the main one that MBA students will ultimately have greater flexibility to choose electives early and build a program that is a little more tailored to their specific needs.

What do you think about business school rankings?

During the time that I've been dean, one very healthy development has occurred. Because there have been a growing number of rankings, we now see competition among the rankers. As an economist, I believe that competition is always good; over time, it will cause the rankings to improve.

Business schools can be measured in different ways. They can be measured in terms of recruiter sentiment, in terms of quality of the faculty, or service quality – how many staff members do you have in the career center per student – and so forth. All of these are valid ways of looking at business school performance and no single ranking really looks at all of them. Over time, everyone will learn more from the rankings by looking at the alternative measures.

We've tried to learn as much as we can from the different rankings and then make changes accordingly. For example, the major expansion of our MBA career services was the result of information from the Business Week rankings. The significant changes in the MBA core curriculum came also came, in part, out of information from the rankings last year, prodding us to move forward on reform.

What have you learned as dean?

I was surprised at the intense involvement of the MBA students and what this means to the life of the school. Some of the best things that have happened at Haas over the past three years were begun as student-run activities, such as the two business plan competitions. I take no credit for these things; I just responded to the energy of the students.

In a very short period of time, we went from having no business plan competitions to two – the UC Berkeley Business Plan Competition, and the National Social Venture Competition. The UC Berkeley Competition, which is run jointly with the engineering school, with a lot of participation from the rest of the campus, has already emerged as one of the major business plan competitions in the country, in terms of number of entries, size of prizes, and visibility.

The National Social Venture Competition is a national, as opposed to a Berkeley-level, competition; that is, business schools from around the country send teams. This was a Haas innovation; Haas MBA students that came up with the idea of developing a business plan competition with both for-profit and social-objective bottom lines. In just two years the competition has evolved into a partnership with the Columbia Business School, which is now funded by a very generous gift from the Goldman Sachs Foundation. The ideas and the implementation rest largely with the students. And now the activities have achieved enough recognition to bring in revenues from the community to make them self-supporting.

Any regrets?

My biggest regret is that I didn't find an individual donor that would be willing to give the school $30 million or more. While the Haas School has successfully managed to increase donations from alumni and friends, a major gift of this size would certainly shore up the endowment and allow us to compete more effectively with rivals like Stanford and Wharton. But this kind of fund-raising takes a lot of time; there is much more work to do.

What advice would you give your successor?

I am optimistic because the Haas School has good support at the campus level and at the UC System level right now. And that's important. Second, the students are great; the school has a strong advisory board of business leaders who are eager to help the school; and the number of committed alumni is at an all-time high – that is, Haas alumni who support their school as volunteers, with their ideas and time, as well as with annual giving and special gifts. As I said, the energy of this place is incredible.

With that as a backdrop, I also have some specific advice. Number one, fund-raising will need to grow as a priority in the next several years. If I were staying, I would devote much more of my time to development activities. Two, because the school has introduced several new academic programs, the new dean will have to spend a lot of time making certain they are implemented well. Three, the new MBA core curriculum will produce a period of stress because some things may not work out as intended; the new dean should get actively involved to make sure things go well overall. And finally, there is the need to continue as aggressively as possible on the faculty recruitment and retention front. This is critical.

Why did you decide at this point to leave Haas?

Although I am the resigning the deanship, I do plan to return to the Haas School faculty; I will be on leave while in London. So in a sense, I am not really leaving. I left Berkeley three times in the past – to MIT, Harvard, and Washington – and each time I returned. My original commitment as dean was to remain for at least three years; when I leave, it will have been here three and one-half years. I would have stayed for a full extra year if the London Business School deanship had not come up.

The reasons for my departure are personal: I was offered the possibility of fulfilling a long-held dream of spending a few years in London, and doing so in a way that I believe will enhance my skills as a professor and university administrator. In addition, my husband (Eric Tarloff) and I talked about moving to London for a very long time; in fact, Eric grew up in London. When I was offered the deanship, Eric said, "I never thought you would actually come up with a job offer that would lead to our moving there."

Do you see any possible connections between LBS and Haas?

I would really like to make that happen. I already have some ideas!



Hermalin Takes the Helm as Interim Dean

When Dean Laura Tyson announced that she would resign on December 31, 2001, Chancellor Robert Berdahl appointed Benjamin E. Hermalin as interim dean while the university runs a national search for a new dean of the Haas School.

As associate dean for faculty, Hermalin was an integral part of Dean Tyson's administration at Haas since he was appointed in 1999. "Ben has worked closely with me and the rest of the Dean's Office on all of our initiatives, from the Pilot Program to the new degree programs," said Tyson. "He has won the loyalty and support of both faculty and staff through his unique combination of boundless energy, fairness, attention to detail, intelligence, and good humor. He is committed to the well-being of the Haas School and has been an effective advocate for its interests on the campus."

Hermalin is the Willis H. Booth Professor of Banking and Finance and has been with the Haas School since 1988. He has a joint appointment with the Department of Economics and is a co-founder and director of the private online academic publishing company Bepress.

As associate dean Hermalin oversaw all faculty recruitment and retention as well as merit raises and promotions for the Haas faculty. Working with Dean Tyson, Hermalin helped to secure permission from the campus administration to recruit more faculty members in a given year than was normally allowed and to meet competitive offers to current faculty. "Dean Tyson has built a good team, a strong organization, and an excellent staff. I hope to provide continuity and continue the school's initiatives," said Hermalin of his new role as interim dean.

"Haas is very fortunate to have someone of Ben's stature, experience, and dedication willing to serve as interim dean," said Michael Katz, the Edward J. and Mollie Arnold Professor of Business Administration. "His ability to be equally comfortable in a three-piece suit and a Hawaiian shirt makes him ideally suited to face the diverse challenges of leading the school."

Hermalin's recent research has focused on telecom pricing with Katz. This fall he will teach a Ph.D. course in the economics department called, "Mechanism Design and Agency Theory." Hermalin holds a BA in Economics from Princeton and a Ph.D. in economics from the Massachusetts Institute of Technology. He is also on the editorial board for *the American Economic Review* and is co-editor of the *Berkeley Electronic Journals in Economic Analysis & Policy*.

THE TYSON YEARS







BUILDING A LEGACY

PETER E. HAAS, SR., RECEIVED THE HAAS SCHOOL'S HIGHEST HONORS – THE 2001 BUSINESS LEADER OF THE YEAR AND LIFETIME ACHIEVEMENT AWARDS – FOR HIS LIFETIME OF LEADERSHIP IN BUSINESS AND SOCIAL RESPONSIBILITY

BY UTE FREY

Middle photo: Three generations of Haas executives who built not only the largest apparel company in the world but also became internationally recognized pioneers in socially responsible business leadership (left to right): Walter Haas Jr., his son Robert Haas, Walter Haas Sr., and Peter E. Haas Sr.

Left: In the 40s and 50s, Peter Haas Sr. was among the first US business leaders to integrate plants first in California and then in Virginia.

Right: Peter Haas Sr. started his career with Levi Strauss & Co. at the Valencia Street plant in San Francisco, where he learned how to make the company's legendary 501® jeans. Throughout his career, he managed the company's operations and finances, while his brother, Walter Haas Jr., focused on marketing and advertising.

Watching the construction of the Golden Gate Bridge from his bedroom window, Peter Haas had boyhood dreams of becoming an engineer and building dams and bridges. While his engineering dreams faded, Haas did go on to become a builder. During his extraordinary life, he helped build the largest apparel manufacturing company in the world. Convinced that corporate social responsibility and corporate success are inextricably linked, he became a pioneer of a social responsibility movement that has set new standards for the corporate world. And of the many philanthropic causes he has supported – from United Way and The Jewish Community Federation to childhood development programs for San Francisco's poor – he has been especially generous to his alma mater, the University of California, Berkeley.

To recognize the many lives Peter Haas has touched through his work and his philanthropy, the Haas School of Business honored him with its Business Leader of the Year and its Lifetime Achievement awards. Haas School alumni, leadership, and students celebrated Peter Haas with his wife, Mimi, his family, and friends at a special dinner on Nov. 8, 2001. His friends described him as a "mensch," a "cowboy of the quiet poet type," and a "good human being." Said Earl F. Cheit, dean emeritus and a family friend: "We know him best as a friend and valued colleague."

Like his father, Walter A. Haas, Sr., BS 10, and his brother, Walter Jr., BS 37, Peter Haas earned his undergraduate degree at UC Berkeley and became a lifetime supporter of his alma mater. It's a little known fact that Peter Haas provided financial aid to some Berkeley students in the 1960s. In 1976, he helped the business school create its first career center. In 1989, he and his late siblings, Walter and Rhoda, made a $27 million cornerstone gift to name the Haas School of Business in honor of their late father, Walter A. Haas Sr. The gift inspired 2,000 donors to join them in enabling the construction of the $55 million Haas School of Business facilities, which opened in 1995 – the only building on campus paid for entirely out of private donations.

The Haas family built the jeans business started by a Bavarian immigrant, Levi Strauss, a dry goods wholesaler who came to Gold Rush San Francisco and in 1873 invented the blue jean with partner Jacob Davis. Strauss sold denim tents and pants to the gold miners of California but never married and eventually left his small business to his nephews Sigmund, Jacob, Louis, and Abraham Stern. Walter Haas Sr. married Sigmund's daughter, Elise, and was asked by his father-in-law to turn the business around. Under Haas' leadership and that of his cousin Daniel Koshland, Levi Strauss & Co. (LS&CO.) grew and became a sizable manufacturer.

When Peter Haas Sr. joined his father and brother in the business in 1945, LS&CO. had three small factories – San Francisco, San Jose, and Santa Cruz. The company had $8 million in sales, only $2 million of which were denim products; the rest came from its wholesale business. In comparison, at its peak in 1996 the company had $7 billion in sales and operated 85 facilities in 49 countries.

BUILDING A COMMITTED WORKFORCE

Peter Haas learned to make the now legendary 501® jeans at San Francisco's Valencia Street factory. He also learned the operational side of the business and came to appreciate the people working on the front lines. "It was a wonderful experience," Haas recalled in his oral history.

His father Walter Haas, Sr., and Daniel Koshland gave jobs to many refugees that had escaped the Holocaust in Germany. Grateful for the opportunity, these new employees not only worked hard and treated the company's property and resources as if they were their own, they also helped to foster LS&CO.'s growing reputation as an employer that does right by its employees and its community.

"It was just a part of the fiber of their being," Haas said about his father and his uncle's humanity, "to care about people and to treat them responsibly and as generously as one can in a competitive business."

As Walter Haas, Sr., and Dan Koshland gradually handed the company reins over to Peter and Walter Jr., the brothers had ample opportunity to prove their business leadership long before they officially took over the business in 1958.

In the mid-1940s, LS&CO. built a new plant in Vallejo, a California shipyard town with a largely African-American workforce. Peter Haas, who made the daily trip to Vallejo to supervise the construction of the plant, recognized an opportunity to integrate the new plant. He hired 3 African Americans among his first 15 hires.

In the 1950s, LS&CO. started to integrate its plants in the South. Peter Haas traveled to Blackstone, Virginia, to announce the news to the city fathers. He told them that LS&CO. wanted to integrate its plants but that it did not want to dictate its policies to the city. "If you don't want it, we won't do it," he remembers saying to Blackstone's leadership. "But we won't continue operating here." The Blackstone city leaders tried to negotiate several compromises, such as a separating wall between white and black, or at least a separating line down the plant floor. They tried to insist on segregated bathrooms and drinking fountains, but LS&CO held firm. Soon after, LS&CO integrated its second southern plant in Warsaw, Virginia, and after that integrated plants became standard policy for the company – before the Civil Rights legislation in 1964.

Peter Haas' leadership role in creating equal opportunities for minorities also led to his appointment to San Francisco's Fair Employment Practices Commission, the first in the state of California.

501®S GO GLOBAL

Capitalizing on the post-World War II demographic changes and the increasing popularity of blue jeans, the Haas brothers diversified their product line to appeal to younger markets across the country. They added a casual pant with an inside back pocket, called Levi's® Slim Fits, which later developed into the white jeans that became so popular during the sixties.

American GIs who had worn their Levi's® jeans and jackets abroad during the war helped develop Levi's® international reputation. In 1959 the company started to export its product to Europe. LS&CO. was among the first US companies operating plants abroad behind the Iron Curtain, where its Levi's® became a currency of the black markets, selling for as much as $90.

True to its vision, LS&CO. shared its success with its employees. The company was one of the first to distribute equity shares to employees. Peter and Walter Haas expanded this program and added other benefits, such as childcare, health benefits for domestic partners, and flexible work schedules.

"We felt that we had to keep growing in order to attract people to us," said Peter Haas. "We couldn't consider not growing." So in 1971, LS&CO. decided to go public and used the funds raised in the initial public offering to finance acquisitions. Peter Haas, who had been named president in 1970, became CEO five years later. In 1979 LS&CO. acquired Koracorp Industries, which helped raise the company's sales to $2.9 billion in 1981. The great success of LS&CO. in the 1970s earned Peter Haas public recognition. *Financial World Magazine* selected him as its CEO of the Year, and *Time Magazine* named him a Leader of Tomorrow.

Being public for some time fueled the company's success, but it also changed the management of the company considerably. Peter Haas felt uncomfortable with the amount of disclosure required. He also said it was easier to make decisions as a private company: "We were freer in the sorts of things we could do. We were more flexible." He also recalled concerns that the company's financial responsibility to shareholders would take precedence over principles regarding employee relations and community service.

So, in two rounds (in 1985 and in 1996), Haas and core family members bought back all employee-owned shares and reinvested all family-owned shares in a trust, making LS&CO. a privately-owned company again.

SHARING WITH THE COMMUNITY

The wealth created by LS&CO. has benefited many causes and individuals in the San Francisco Bay Area and beyond. Peter Haas himself has committed much of his life to sharing his fortune with the less fortunate through his philanthropic career as a fundraiser, donor, and supporter.

As a young man, Haas was active in several causes, including Mount Zion Hospital in San Francisco and the Jewish Welfare Federation. His philanthropic career grew rapidly in 1969, when he became chair of the United Way campaign. The campaign raised over $16 million under Haas' leadership – the highest amount United Way would raise for years to come. In 1983, the United Way of America presented the Haas family with the Alexis de Tocqueville Society Award, citing the family's "tradition of sharing" and "outstanding achievement in volunteerism."

Haas also brought these fundraising skills to bear on the campus. In addition to the cornerstone gift that named the Haas School, he served as a trustee of the UC Berkeley Foundation and chaired the university's New Century Campaign, raising $480 million of the $1.1 billion total for the Berkeley campus. He and his wife, Mimi, also made a leading gift to the chancellor's discretionary use. In 1996, the UC Berkeley Alumni Association honored Haas as the Alumnus of the Year, an honor he shares with his father and his brother.

The Haas Alumni Network – Keeping Your Haas Alumni Connections Alive

In 2001, the Haas Alumni Network made significant improvements in several areas – student/alumni programs, international outreach, and class network relations — and continued to strengthen its regional chapter network, alumni career services, and online resources. All of these improvements could not have happened without the generous, unrestricted support of Annual Fund donors. Below are the highlights of this year's HAN accomplishments.

- **Class reunions are becoming a central piece for the overall alumni relations program. The Haas Homecoming and Reunions Weekend revitalize the core interests of our alumni who return to reconnect with old classmates and build personal and professional connections for the future.**
- **The career services program, which includes professional, individual career coaching, a weekly job postings e-mail, workshops, seminars, and access to the Chetkovich Career Center resources, continues to be refined and expanded.**
- **Our ties with our international alumni increased during our three-day educational and networking Alumni Symposium in Tokyo in early June.**
- **The Haas Alumni Network's Online Community — the password-protected area of the alumni web site – is updated and modified continuously to meet the needs of the alumni.**
- **New HAN regional representatives signed up in Beijing, China, Venezuela, and Miami, Florida.**
- **For the third year in a row, the Haas Alumni Network Welcome Parties took place over the summer in more than 15 regions around the globe for new students and graduates.**
- **The Alumni Relations Office worked with the MBA Admissions Office to create a new program called the MBA WAVE — MBA Worldwide Admission Volunteer Effort.**
- **All new students received a hearty Haas Alumni Network welcome at their student orientations. The Alumni Relations Office organized welcome luncheons, information packets, induction ceremonies, alumni panels, and alumni keynote speakers for each degree program.**
- **Student/alumni programs continue to be a priority for the Haas Alumni Network. A new program was launched this year, Haas at Work, which gave more than 100 MBA students a head start on networking with Haas alumni in their corporate settings.**

In 2002, look for dynamic new features in the new Haas@Cal online community, more regional activities in the Bay Area and beyond, a new mentorship program for all students, enhanced career services, plus numerous opportunities for you to plug into your Haas Alumni Network. Get connected, stay connected with the Haas Alumni Network.

www.haas.berkeley.edu/alumni

Innovative Job Share Arrangement Launched for Alumni Office

Not just one, but two co-directors of Alumni Relations will be at the helm of the Haas Alumni Network starting in 2002. Tenny Frost, director of alumni relations for the past seven years, has created a new job share arrangement for her position so that she can work three days a week to have more time with her growing family. Tenny is expecting her second child this spring.



Tenny Frost (right) and Marcy Porus-Gottlieb, MBA 95

Tenny's new job partner is Marcy Porus-Gottlieb, MBA 95, who for the past six years, was vice president of Operations and Leader Development at Backroads, a Berkeley-based active travel company. She was responsible for recruiting, hiring, training, and managing Backroads' 250+ remote trip leaders, as well as overseeing Backroads' operations in the US, Europe, and Canada. Prior to coming to Haas for her degree, Marcy worked for 10 years in the retail industry, spending the last five of those years as a buyer at the Hold Everything division of Williams-Sonoma. As buyer, Marcy analyzed the market, competitors, and customers and directed domestic and international product development efforts. Along with her MBA, Marcy holds a BA in International Relations from Brown University.

Tenny will remain focused on coordinating all campus and regional alumni events, expanding class reunions, building the Haas Alumni Network volunteer chapter and regional representative network, organizing special interest group activities, and the alumni international symposia. Marcy will manage the Haas Alumni Network's online services and website, which includes a multitude of online resources and tools, student/alumni relation programs and events, alumni career services, class representatives program, and assisting with alumni participation in the Haas School's corporate relations program.

Marcy will manage the Alumni Relations office while Tenny is on maternity leave this spring/summer. Beginning in the fall of 2002 both Tenny and Marcy will each work three days a week to ensure full coverage of the office and staff. "I am thrilled to be bringing such an active alum as Marcy on board to help the school expand and develop the Haas Alumni Network programs and activities," said Tenny. "I have enjoyed every minute of my job as the director of Alumni Relations and I want to continue to bring value to the school. With our new job sharing arrangement everyone benefits – the school, the alumni, and us – the working moms!"



Chapter of the Year – East Bay

Monthly Haas Connection social events, a homebuyers workshop, a family event, Christmas in April, and or behind-the-scenes tour of Oakland's Paramount Theatre are some of the unique events that helped the East Bay Chapter of the Haas Alumni Network win the Chapter of the Year Award. The chapter board's bi-monthly meetings, fiscal responsibility, and strong communications and partnership with the Haas School were also noted in the announcement of this year's winner.

Pictured above, Johannes Raedeker, MBA 95; Franziska Raedeker, MBA 95; Bill Vederman, MBA 93; and Eliot Minor, MBA 93, who serve as active leaders of the East Bay Chapter.

Dean Witter Foundation Increases Support

The Dean Witter Foundation of San Francisco has given the Haas School of Business a $130,000 grant to develop new initiatives and programs and provide continued support to the Finance group.

The grant allocates $100,000 to the Dean's Discretionary Fund for the development of new initiatives and programs at Haas. The Haas School plans to use the remaining $30,000 of this year's grant to create a new Dean Witter Foundation Fellowship program to provide fellowship support for new Ph.D. students in the Finance group.

The foundation's funding has been crucial over the years to support graduate research conducted by the Finance group along with new programs like the Master's in Financial Engineering (MFE). Last year, support from The Dean Witter Foundation and other friends in the Haas community enabled the school to launch the MFE program. With the foundation's renewed support, the Haas School can continue to develop an innovative curriculum and foster the growth of future business leaders at Berkeley.

"The Dean Witter Foundation is a founding sponsor of the Master's in Financial Engineering program and the funds it committed allowed MFE to be born and succeed in its first year," said John O'Brien, executive director of MFE. "The foundation's continued support of programs like MFE at the Haas School help assure our ongoing success."

The Dean Witter Foundation is a private foundation established by the estate of Dean Witter, UC Berkeley class of 1909. The foundation has been a strong supporter of the Haas School for thirty years, with grants totalling over $1 million for faculty support, fellowships, and programs.

Miller Gives Gift to "Bridge the Gap" Fund



George A. Miller, MBA 61

Each year, the Haas School of Business faculty produce some of the most significant research in their fields, while still inspiring minds in the classroom. And each year the Haas School faces intense competition from other academic institutions and from industry for our rising stars of academia.

Fortunately, loyal supporters of the Haas School like George A. Miller, MBA 61, help to ensure that Haas has the means to attract and retain one of our greatest assets – a premier faculty by giving to the "Bridge the Gap Faculty Excellence Fund." Miller gave $100,000 to "Bridge the Gap" in 2001. This was his third consecutive annual gift in this amount for faculty excellence.

Recruiting and retaining excellent faculty members remain among the highest priorities and most challenging propositions for the school. But with the funds that Miller and other friends of the school continue to donate, Haas is able to supplement faculty summer salaries, retain key faculty, and improve offers to outstanding new faculty members.

"The ability to move the Haas School forward was enhanced by George Miller's leadership in the "Bridge the Gap" Fund," said outgoing Dean Laura D'Andrea Tyson. "With the announcement of the new Berkeley-Columbia Executive MBA program in September, we now have a way to extend the bridge to dry land thanks to his foresight."

The future is bright for incoming students at the Haas School of Business because people like Miller continue to invest in the future of management education and take active roles in maintaining the high standard of teaching excellence at Haas.

"Twelve years ago I set out on a rather novel form of planned giving," said Miller. "My 25-year plan is to give away (I call it investing) everything I have. And on my 80th birthday I want to have a large Martini and die broke. So far so good."

The Annual Fund – Ensuring Excellence

Following a record-setting year of raising $2.5 million in the fiscal year ending June 30, 2001, this year's Annual Fund aims to expand the number of donors and increase the percent participation at every giving level to meet our goal of $2.5 million.

The Annual Fund is key to supporting the Haas School's new ventures and enhanced services to students and alumni. While the school was granted a degree of autonomy through the pilot program, it was also given the responsibility to support these new innovations through gifts and revenue generating programs. A critical element of this self-funding model is the Annual Fund, which provides unrestricted funds to apply to the challenges of remaining competitive. "Haas has gotten so good at doing a lot with a little that a dollar given to Haas really matters," said Interim Dean Ben Hermalin. "Every gift, no matter how big or how small, really makes a difference."

In a special effort this year, Stephen Etter, BS 83, MBA 89, chair of the Haas Development Council, is working with volunteers from the graduating classes of 1997 to 2001 to maintain their connections to Haas and sustain the participation percentages of the student campaigns in the future. Pledges from undergraduate students to Feed the Bear and MBA students to the 101% Giving programs have grown each year, recently ranging from 78% to 95%.

This year's Annual Fund will support the development of the new Berkeley-Columbia Executive MBA program and the Master's in Financial Engineering program. The Annual Fund also supports the activities of the Haas Alumni Network, which serves alumni across the country and around the world enabling them to reconnect with the Haas community, particularly through reunion programs, communications, and events.



Alumni Celebrate at Reunions and Homecoming 2002

Hundreds of Haas alumni came to campus over the Reunions and Homecoming weekend last fall to celebrate and reconnect.

Above Janet Cotter, BS 51, Joan Foster, BS 51, and Dick Cotter, BS 52, return to Haas for the first time since graduation.

1961

e, BS, retired after 30 king in senior manage- echtel Corp. In his final was the deputy project the $1.8 billion Pipeline oject for Pacific Gas , a 42-inch steel pipeline ral gas from Alberta, entral California. He now r Habitat For Humanity, f San Mateo, and English gram for foreign students ational House at Stanford e lives in Hillsborough,

BS 61, MBA 65, see MBA

1964

BS, was recently pro- ior vice president of and senior portfolio man- non Smith Barney in and his wife of 27 years ear-old son, Kevin, live in

1965

BS, of Woodland Hills, is spoken at several ferences, including World the Presidents Conference age Bankers Association. e president of Aon ie manages the West e of the Compensation roup with offices in lls and San Jose. He has many major organiza- ng Chase, CitiGroup, d, BEA, SAP, and Oracle. he sings professionally for arity, and personal func- ly he fulfilled a lifelong g the National Anthem at izona game at PacBell Francisco. He is divorced children both in college, Berkeley. He hopes to see Bears win the Pac Ten or win the NCAA basket- nship again in his



Barbara Steinmetz (Schwartz), BS, is the owner of Steinmetz Financial

Money, Mutual Fund Magazine, Bloomberg Wealth Manager, Forbes Digital Tool, Fox Online, Physicians Financial News, Fidelity Focus, cnnfn.com, "Ask the Expert" and "Portfolio Rx, smartmoney.com, cbs-marketwatch.com, wsj.com and Investment Advisor. She has appeared several times on Lifetime Cable, "New Attitudes" – doing a financial makeover and covering the topic of Stock Option Exercise. She has had bylined articles appear in Employee Benefit News and on iParenting.com. She has also taught Income Tax Planning at the graduate level at Golden Gate University. She is an active member of the Public Awareness Advisory Council of the Financial Planning Association (FPA), a member of the National Association of Personal Financial), and the National Society of Enrolled Agents (NSEA). She received her masters degree in financial planning from the College for Financial Planning in Denver.

1968

Phillip Handin, BS, see MBA 1971 notes.

1973

Anna Au, BS, of Houston, Texas, writes, "We moved into our new house in December 2000. Our older son, Daniel, is attending UCLA as a freshman, majoring in design. We went to Bangkok, Thailand, for a week during spring break in March 2000."

1974

Mike Anthofer, BS, see MBA 1978 notes.

1976

Joseph Daly, BS, is regional vice president for national accounts for NextiraOne LLC and has been involved with Junior Achievement and the United Way. His wife, Diane, works for American Airlines in their Special Services/Admiral's Club. The couple and their two teenage children live in San Mateo, California.



David Glanz, BS, graduated from law school in 1979 and became a commercial real estate

writes, "The enormous scale of new property development in Shanghai and the capitalist energy everywhere were most impressive. One of Nam's relatives, worried whether compact Korea can keep up with a waking, vast China, confided to me, 'When the sparrow runs after the stork, the sparrow splits its crotch.' (Forgive the translation.) DLGlanz@swidler.com"

1977

Katharine (Teng) Dwyer, BS, recently completed a stint as the interim managing director of Cazadero Performing Arts Camp, a summer music camp in the Sonoma County redwoods, with the administrative office located in Berkeley. She and her husband, Terry Dwyer, live in Oakland with their children Kelly (16), Patrick (14), and Katharine (11). She is active in school activities, including co-chairing the Measure B advisory committee for the Oakland Unified School District.

1978

Doug Cerf, BS, is associate dean of the Orfalea College of Business at California Polytechnic State University (Cal Poly) in San Luis Obispo. He is founder of Charity Window (charitywindow.org), a data base-driven Web tool that allows users to search nonprofits based on financial data.

1980

Robert Finley, BS, see MBA 87 notes.

Michael Self, BS, of Newport Beach, California, was recently elected to the board of directors of the Hemophilia Foundation of Southern California.

1981

Hal Bogotch, BS, of Venice, California, was married August 26 to Laura Lacamara, a fine artist and yoga instructor from Cuba.

Charles L. Rashall, BS, writes that he retired from the position of chief marketing officer at AltaVista. "I am spending time in Napa, skiing in Colorado, attending cooking school in Paris, traveling to Australia and Vietnam. I am looking for the next big challenge professionally and (finally) looking forward to settling down, getting married and having a family."

live in New York City with his wife, Leslie, and three sons, Daniel (10), Matthew (8), and Brian (5). Over the past few years Gregg has been an active member of the Cal Capital Campaign Committee in New York and has endowed a modest scholarship for Berkeley students who are out-of-state residents.

Grace Tsao-Wu, BS, writes, "My post-Berkeley life consisted of Price Waterhouse, Harvard Business School, then Kraft Foods. That's how I landed in Chicago (where there just aren't many Cal Bears or Californians for that matter). While figuring out how to get back to the Bay Area, I met my husband, Craig, and now I am quite stuck here in Chicago. But I love it here now. We have a wonderful 3-year-old son, Jackson. After 10 years of corporate America, I started my own home furnishings business back in 1994. The wholesale division imports French rugs. The retail store sells high-end home furnishings, specializing in hand-crafted tableware. Visit Tabula Tua when you're in Chicago or shop now at *www.tabulatua.com*. Life has been very good to us and I'd love to hear from old friends at *grace@tabulatua.com*."

1983

R. Konrad Moore, BS, who graduated from law school in 1991, is a deputy public defender in Kern County, California. He and his wife, Kim, have three daughters: Bryn, Brigitte, and Francesca.The family lives in Bakersfield.

Mitch Rosenberg, BS, writes, "I recently relocated my office to Thousand Oaks, near where I live, after 15 years of perfecting my commuter driving skills to Los Angeles. I'm excited to be able to spend more time with my family — wife Melanie, 8-year-old Ashley, and 5-year-old twins Andy and Paige. I recently finished my Master's degree in financial services and have a successful insurance and financial services practice. I would love to hear from fellow alums in the Conego Valley and Ventura counties."

1984

John Miller, BS, is CFO for Tanner Companies LLC in Pleasanton,

Kevin Butler, BS, of San Rafael, California, is senior director of corporate development for PG&E Corp.

Christa Krock (Pedersen), BS, of Redwood Shores, California, writes, "Congratulations to my husband, Alan Krock, BS, 1983, CFO at Integrated Device Technology, and the rest of the management team, on their company becoming one of the NASDAQ 100! It's great to see that years of hard work, traveling, and long hours achieved such wonderful results."

Chris Welsh, BS, of Newport Beach, California, is working as an independent real estate investor on projects from San Diego to Oregon. He writes, "I have learned to fly and love it. I'm still a bit connected to Cal — just went to the Cal-OSU game in Corvallis, Oregon. Frighteningly had our 20-year high school reunion this year. It seemed like yesterday until the reunion!"

1986

Alice Goodman (Fisher), BS, writes, "Along with my husband, Ted Goodman ('86 EECS), and three children, I have been living in Cobham, Surrey, a village outside of London for approximately two years. We are having a great time seeing Europe! When people ask my children what they miss most from the United States, they always say, 'The food!'"

John McCarty, BS, director of mortgages at Aid Association for Lutherans, earned the Chartered Financial Analyst designation, administered by the Association for Investment Management and Research. After graduating from Haas, he earned a Master's degree in real estate appraisal and investment analysis from the University of Wisconsin, Madison. He began his financial career as a mortgage analyst for Aid Association for Lutherans in 1987, advanced to mortgage manager in 1993, and became director of mortgages in 1996. He lives in Appleton, Wisconsin.

1987

Tracey (Hoskinson) Lewis, BS, of San Jose, California, writes, "I'm currently a senior marketing manager for Cisco Systems, and have worked there for three years. Before that, I held a vari-

big brother Dante (6) and big sister Jessenia (4) to the Robinson family on June 22, 2001. Jaden was 9 pounds, 9 ounces and 21 inches. Mother and baby are doing fine. Baby Jaden experienced his first Cal football game, which was almost a game for the ages, Washington vs. Cal in our very disappointing season. Go Bears!"

Stacy (Sutton) Williams, BS, recently launched her own search engine optimization business, Prominent Placement Inc. (www.prominentplacement.com). She helps clients get higher search engine rankings for their Web sites. She has been married for 10 years to Matt, and they have two daughters. They recently finished renovating a great old house in the eclectic neighborhood of Candler Park in Atlanta, Georgia.

1989

Marci (Bratman) Zaroff, BS, of Boca Raton, Florida, is married with two children, Jade (6) and Mason (3). She is active in health and environmental awareness and is founder and president of Under the Canopy, an international mail order and Internet catalog.

Elaine Fitch, BS, left San Francisco for Washington, DC, in August 2000. She joined a plaintiffs law firm, where she specializes in employment litigation and civil rights.

Janet Jaiswal-Adams, BS, and her husband, Chris Adams, had a baby boy, Devanand "Dave" August 14. The family lives in Burlingame, California.

Salim Lakhani, BS, of San Jose, California, writes, "Just got married in May with May, another Cal alum. You can get to the pictures through http://www.geocities.com/SalimAndMay/ . On the work front, I'm still at Code Factory LLC, although our business is down a lot. We're doing some volunteer work, like working on the HAN SF chapter Web site. Contact me at sl@usa.net if you need to set up a community Web site for any nonprofit projects or companies for free."

1990

Robert L. Menist, Jr., BS, was promoted on 1 May 2001, to the rank of Major in the U.S. Army. He is currently

of the Leukemia Society, and raised $18,000 for that charity.

1992

Paul Ark, BS, of Hong Kong writes, "Despite the recent downturn in the economy, the telecom market, and the banking sector, I remain gainfully employed with Salomon Smith Barney's telecom banking team in Asia. I will also be getting married at the end of the year to a business school (MBA) classmate, who unfortunately spent a semester on exchange as an undergrad at that evil school on the other side of the Bay. I am also lamenting the poor performance of our football team (good thing we don't get college football coverage out here!), but it does remind me of the old days on campus."

1993

Juan Barrera, BS, is assistant vice president in Foothill Capital Corp.'s Syndicated Finance Division. He lives in Playa Del Rey, California.

1994

Lawrence (Larry) Fox, BS, of Richmond, California, writes, "The biggest news of the year for my family is the expected birth our child in February 2002. For the record, Heather and I married in May 1994. We bought our house in 1999. Now if we can just get steady employment in these troubled economic times, life would be great. Regardless, we have a lot to be thankful for, especially in the uncertain times surrounding us. Go Bears!"

Shuichi Kurosaki, BS, of Santa Clara, California, writes, "After working at PricewaterhouseCoopers for six years, I am now working at a soft-ware company in Sunnyvale. I've been married



for four years to Vera; no kids, but we have a really fun dog, who has been with me now for nine years. Personal web site is http://www.shuweb.com."

Kevin Long, BS, obtained a law degree from the University of California's Hastings College of Law. He is now practicing immigration and international business law in Monterey Park, California, with a focus on Greater China and the United States.

Carlos Urias, BS, of Santiago, Chile, is working for Accenture, Madrid. He has spent 2-and-a-1/2 years working on projects in South America.

1995

Jennifer (Keen) Thunstrom, BS, was married to Brett Thunstrom (BS 93) in October 2000 at Ralston Hall in Belmont, California. The couple honeymooned in Phuket, Thailand, and are living in Redwood City, California.

Clara Kim, BS, received her MBA in 2001 from the Kellogg Graduate School of Business. She writes, "I relocated back to New York City. I am now at Marakon Associates a strategy consulting firm."

Annie Lai, BS, writes, "It's almost my third year at Haas as the director of admissions and operations for the undergraduate program. It's been a wonderful experience coming back to my alma mater and working at a place that is very dear to my heart. Please stop by the office to say hello if you're ever in the area. Go Bears!"

Christopher Whaley, BS, moved to Kaneohe, Hawaii, in 1996 and is working as a salesperson and manager for a battery back-up power system supply and service company. He was married in March 2000 to Myriam Gisela.

1997

Max Rebelo, BS, of Manhattan Beach, California, writes, "Following the successful launch of my investment firm, Custodiet Capital LLC, and my first domestic hedge fund in 1999, I am preparing to launch an offshore fund in 2002. I've made tremendous headway in educating investors and prospective investors that market volatility and bearishness does not have to translate into negative returns. I used to consider myself lucky just to meet investment legends and personal heroes along the way. Now several of them are investing in my fund. All in all, it's been a great adventure!"

Josephine Chan Sandhu, BS, is a technology consultant with PricewaterhouseCoopers and has specialized in SAP since 1997. She was married to Luckpreet (Lucky) Sandhu (Haas BS 1996) in July, and the couple are living in El Sobrante, California.

Mag Wangsuwana, BS, is an associate, financial institutions investment banking, with Lehman Brothers in Los Angeles.

1998

Susana Liao, BS, of San Jose, California, writes, "I am currently working as a senior financial analyst at Symantec Corp. and recently became engaged to my college sweetheart."

Robert Yen, BS, of Los Angeles has been working in the transaction advisory services group at Andersen since graduation. He provides due diligence and other consulting procedures for mergers and acquisitions, equity investments, and other transactions, and he recently had an opportunity to spend four months in Seoul, Korea, on a project. He is active in the Make-A-Wish Foundation in Los Angeles.

1999

Lee Lignos, BS, is an investment banker in JP Morgan's Los Angeles office.

Amy Yeung (Ying Kiu Yeung), BS, of San Francisco writes, "I work in tax and audit in the Silicon Valley office at Seiler & Co. After the busy tax season in October, I went to Hong Kong for my vacation in Thanksgiving. It was the first Thanksgiving I actually spend with my family in seven years."

2000

Kevin Chang, BS, of Los Angeles, is pursuing a Master's of Fine Arts degree at the USC School of Cinema and Television. He works for the Peter Stark Producing Program and previously worked on feature animation at Pixar Animation Studios.

Oliver Lao, BS, is in his second year of medical school at Vanderbilt University in Nashville, Tennessee.

James Wedewer, BS, writes, "I worked with a startup consulting company, MarketScience, in San Francisco after getting my degree. I learned a lot, but like many consulting companies, it stuggled to survive 2000. I left the Bay Area in September 2000, and now work in Las Vegas, Nevada, as a Realtor along with my brother. During the past year here, I met a lovely woman and am now engaged! We expect to be married next August."

Tara Smith BS, is half way through law school at UC Davis. Last summer she was an intern with the JAG Corps, the legal arm of the U.S. Air Force, at Travis Air Force Base. (Reported by Harley Smith, Haas MBA 64).

2001

Alex Kaplenko, BS, writes, "After graduation I spent a month in Russia and a month backpacking in Western Europe. I had a blast. Now I am a member of the Finance Development Program (Financial Analyst) at ChevronTexaco. I am currently working at ChevronTexaco Shipping, analyzing profits among many other activities. There is lots to learn about oil business and currently I am learning how to transport millions of barrels of crude oil and other energy products all over the world. On a side note the Cal Ice Hockey team swept Stanford in the first two out of four game series. In addition the alumni team (of which I am a proud member now) beat the current players 4-3 in the 23rd annual alumni game. So make sure to check CIH out when they take on Stanford again on Thursday 2/7/02 at Berkeley Iceland. Check out the new redesigned Website for tons of photos and stats at *www.calicehockey.com*! Hope everyone is doing wonderfully after graduation and I am looking forward to hear from all of you. You can reach me *akaplenko@alumni.haas.org*."

Caroline Park, BS, writes, "I am still single, but just got hired into the Business Affairs department of the Personal Appearances (Music) division of the William Morris Agency, the oldest and largest talent agency in the world. We represent many of the most famous and reknowned film, television, and musical artists worldwide. I'm proud to call myself a member of this team."



New York Networking Event

New York City Chapter of the Haas Alumni Network held a special farewell luncheon with outgoing Dean Laura D'Andrea Tyson on December 12, 2001. Oscar Camargo, MFE 02, and MFE sponsor Ruth Whaley of MBIA chat at the Haas Alumni Network mixer in New York.

MBA

1948

Philip Baker, MBA, is listed in Who's Who in America. He lives in Franklin Lakes, New Jersey.

1961



Gerald Myers, MBA 61

Gerald Myers, MBA, is retired in Redway, California, where he keeps busy paragliding, maintaining a Web site at www.humboldt.net/~penguin, and building a two-car garage. He writes, "My youngest son, Thane, co-founded a consulting company two years ago that made this years Entrepreneur Magazine's Hot 100 list — number 69, Accelica — and he didn't even go to Cal business school. He is a Santa Cruz grad."

1962

Alan Yohalem, MBA, writes, "I am currently in semi-retirement (work less, play more golf) from my position as president and CEO of The Economics Press in Fairfield, New Jersey. I live in South Orange, New Jersey with my wife, Rita, who spends much of her time running a nonprofit organization that she founded eight years ago for people with brain injury. We also own a year-round vacation home in the Berkshires of Western Massachusetts. Between us, we now have four grandchildren, with another on the way. Our latest, Noah Benjamin Joroff, was born to my eldest daughter on October 23. My interests haven't changed much in the 40 years since getting my MBA from Cal. Still love most sports, and actively play golf and tennis, ski, and swim. Other interests include classical music, theatre, and travel (particularly to the Bay Area). Still waiting for Cal to return to the Rose Bowl and the Final Four. Go Bears!"

1963

Sonny Low, BS, writes, "For the past 22 years, I have been a Commissioned U.S. foreign service officer with the U.S. Agency for International Development (USAID). Since 1998, I have been posted to Guatemala as the deputy director of the Regional Urban Development Office for Latin America and the Caribbean (RUDO/LAC). Our office serves USAID Missions and development assistance partners interested in urban development and finance issues. We serve countries ranging from Mexico in the north to the Dominican Republic to the east to Chile in the south.

I am scheduled to return to a Washington assignment in 2002 before my retirement in 2004. Retirement will be divided with my wife — Mirian Esperanza Garcia Gomez de Low, originally from Honduras— and me between the home that we've bought in Chula Vista (outside San Diego) and with relatives in Honduras and our grandkids who live with our daughter and family in Ecuador, South America.

It has been a fascinating life since Berkeley for me to blend opportunities to work in city and county government in California, Peace Corps as a Volunteer in Chile and staff in Colombia and Costa Rica. Spanish is what we speak in our house while Chinese food is often prepared by my wife — who I've taught to cook Chinese — or tortillas, beef, and beans from her native Honduras. In short, since Berkeley I've had the opportunity to live in seven Latin American countries— Panama, Honduras, Ecuador, and now Guatemala after the three countries where Peace Corps sent me. Besides the above, I served a brief stint from Washington in Eastern Europe — primarily Slovakia and Poland.

To top off all the above, my travels have taken me to Macchu Picchu in Peru, the Galapagos Islands off of Ecuador, Spain, Mexico, and to most of Latin America and the Caribbean. In 2000, my wife and I did our grand tour of China — back to my roots — 7 cities in 14 days including the opportunity to climb the Great Wall, visit Xian where the TerraCota Army is, and meet a first cousin in Quangzhou (Canton) with whom I could still sustain an intelligent conversation with in Cantonese and our dialect! Berkeley and Peace Corps certainly broadened my horizons and whet my adventurous spirit to explore what there is out there!

Robert Shugert, MBA, retired from Salomon Smith Barney in 1995 after 30 years as an institutional salesman in the Los Angeles and San Diego offices. He and his wife, Sandy, left Pasadena after 25 years and now live in the Coronado Cays in Coronado, California. After consulting for several years, Bob has fully retired and is now traveling, boating, and fishing as well as participating in a variety of community affairs.

1965

Kerry Curtis, MBA, was recently promoted to professor of marketing at Golden Gate University in San Francisco. After completing his MBA at Berkeley, he earned a Ph.D. from the Wharton School at Penn, then worked at Bank of America for 20 years. He found a love for teaching when he was an adjunct instructor at the Haas school from 1990 to 1995 after leaving Bank of America. He lives in Orinda, California, with his wife, Lynn.

Douglas MacLachlan, MBA, see Ph.D. 1971 notes

Kent Sather, BS 61, MBA, writes, "There is no substitute for family time during war and recession. Old Blues can't be blue if we increase family time. Works for me. The big So Cal question — what happened to the Golden Bears this year? Perhaps a case study by Haas is in order. Rumor has it that Stanford Business School is doing game plans. The only positive note in our California, recession is the drop in fine wine prices.Old Blues have another reason to be happy.



Kent Sather, MBA 65

1966

Robert Simmons, MBA, of Hong Kong is president of the Simmons group, a Pacific Rim organization involved in a variety of manufacturing, import programs, and sourcing operations for international corporations seeking to have components, sub-assemblies, and finished products manufactured for them.

1967

Robert Cookson, MBA, is working on online developments in higher education, including content management systems. He lives in Milton Keynes, United Kingdom.

1968

Roy Blitzer, MBA, is an executive and management consultant in human resources and business management. After an 18-year career as founding principal of Zenger Miller, a training, education, and consulting company, he is a career transition and behavioral coach at Spherion Corp. and an adjunct faculty member at the University of San Francisco, San Jose State University, and Menlo College. The author of two books, "Office Smarts: 252 Tips for Success in the Workplace" and "Find the Bathrooms First" and numerous articles, he produces and hosts his own Cable TV show, "Ask 'Dr.' Business." He is a member of the Palo Alto Human Relations Commission and three nonprofit boards. Carol, his wife of 33 years, is an editor of the Palo Alto Weekly, and his two college graduate daughters (Mara, Amherst 96, and Hannah, Wesleyan 99) work for nonprofit foundations in Manhattan.

1971

Christian Baldenhofer, MBA, worked in financial analysis for Dean Witter, Levi Strauss, Bechtel, and Wells Fargo. He then joined his wife, Phyllis, in Coffee, Tea & Spice in San Francisco. They sold everything in the city in 1991 and moved to Healdsburg, California, to open the George Alexander House Bed & Breakfast. After six years, they sold it and now are trying to figure out what to do next. In the meantime, he serves on the Parks and Recreation Commission of Healdsburg and on the board of the Russian River Chamber Music Society. He is also a volunteer driver for Face To Face (a service provider for clients with HIV/AIDS), and avid ice hockey player at Charles Schulz's ice rink in Santa Rosa.

Phillip Handin, MBA, writes, " I have lived in the Montclair district in Oakland for more than 24 years. My wife and I, after being quite active in volunteer endeavors as our son attended Oakland public and private schools, sent our son to University of Arizona to begin his freshman year this past fall. We are now 'empty nesters.' I am an attorney, practicing solo but closely affiliated with a group of securities businesses in downtown San Francisco. I work with some of my roommates from Cal!"

Jon Orellana, MBA, is the CFO and manager of the Administrative Services Division of the Zone 7 Water Agency in Pleasanton, California. He is responsible for accounting, budget, human resources, purchasing, information technology, emergency and safety, and supply and transportation. He is married to Lynn and has two children, Abby and Josh, who are currently attending college. He enjoys golf, tennis, and activities with his family and church. He has also been active in community youth sports and high school booster clubs.

1973



R.D. Caughron and his daughter, Heather

Raymond Caughron (R.D.), MBA, recently took a new job with a consulting group in the energy efficiency business. He has altered between independent consulting and working with small companies and continues to mix engineering with business. His daughter, Heather, is 19 and a sophomore at UCLA. He continues to pursue mountain climbing, and during the 1990s, went on five 8,000-meter peak expeditions, including Gasherbrum II and Nanga Parbat in Pakistan, K-2 in China, and Dhaulagiri and Kangchenjunga in Nepal. He writes, " All have been great adventures, and perhaps more are to come. I see Jerry Bock, Tomek Ulatowski, Rick Cummings, Bob Dunkle, and Tom McCullough every now and then. Would love to hear from former classmates. Go Bears!"

Carlos Goldbaum, MBA, of Madrid, Spain, writes, "Since graduation from Berkeley business school, I have had a very challenging business life (both in Britain and in Spain), challenges which could be met largely because of work habits, discipline, and know-how acquired at the business school. I've been happily married since 1983. Today I have three teen-age sons, Paul (15), Karl-Heinz (13), and Erika (11) — all fluent in Spanish and German. Work pressure has limited 'off-work' activities to serving as member/developer of the RAC sports centre for the youth, member of the Spanish Paddle-Club Association, and member of the Biblical Archeological Convention. No doubt the new year will bring additional challenges to Europeans, but it would appear that there is nothing that persistent, diligent, and imaginative work cannot cope with."

Benson Quan, MBA, of El Cerrito, California, writes, "I'm delighted to report that my son, Geoffrey, is upholding our family's UC Berkeley tradition. Although not a Haas student, he was a presenter on the Haas-sponsored ImagiCAL team that represented UC Berkeley in the 2001 National Student Advertising Competition. The team won the San Francisco regional and advanced to the June finals in Cleveland where they placed sixth out of 16 teams. A total of 210 schools participated nationally. This year Geoffrey and his ImagiCAL teammates are already hard at work building on their past achievement to advance further in the competition.

1974

Gary Friedman, MBA, is a senior vice president at Agouron Pharmaceuticals, a Pfizer Company. After graduating Boalt Hall with a law degree, he earned his MBA. He then worked for several San Diego-based law firms prior to co-founding in Friedman, Jay and Cramer, APC in 1982. During the subsequent ten years, he helped co-found two major publicly-held corporations, Pace Membership Warehouse Inc., which was sold to Kmart in 1989 and Agouron Pharmaceuticals Inc. He has been active in professional and civic organizations. He served as chairman of the San Diego County Bar Association Taxation Section and is vice chairman of the Executive Committee for the California State Bar Association Taxation Section. He is also a board member of the San Diego Regional Chamber of Commerce, BIOCOM, ACCA, and the San Diego Dialogue. He has lectured widely, including the USC Tax

Don't forget to visit the online community
at www.haas.berkeley.edu/alumni
to sign up for a Haas forwarding e-mail address,
to update your mailing address,
and other contact information.

Institute, PLI and ACCA and is published in numerous journals, including the Journal of Taxation. He lives in La Jolla, California, with his wife of 23 years, Debbie. They have two children.

1975

Marcio Faria, MBA, of Rio de Janeiro, Brazil, writes, "Nowadays I am responsible for merger and acquisition activities in Brazil for Finantia, a leading Portuguese investment bank. Even though I left UC Berkeley many years ago, I always try to come back, since I have many good memories from the school and the Bay Area. My wife and I love to ski, so we usually go to Utah or Tahoe, making sure we drop by on our way. When I retire I intend to teach finance. Maybe I will get a chance to do a seminar at Haas on Latin Finance or Capital Markets. I can be reached at *marcio.faria@finantia.com.*"

Joe Garrett, MBA, of Berkeley is president and CEO of Sequoia National Bank in San Francisco. On his board of directors is Len Auerbach, his favorite teacher from his days getting his MBA. He writes, "I don't remember any of the formulas Lenny taught us, but I do remember how he taught us to think about decision making."

Kudret Oztap, MBA, and his wife, Jacquelyn Stanley (another Berkeley graduate) have been married 25 years. They have two children, (17) and (13), and are still enjoying New York City after more than 20 years.

1976

Scott Irby, MBA, see Executive Development 1993 notes.

1977

Joi Grieg, MBA, of Bethesda, Maryland (the Washington, DC, area) writes, "This is an interesting time living in your nation's capitol. I'm supporting talent development of 9K technical sales professionals at IBM, which is allowing me to stay at the bleeding edge of community, learning, and knowledge and intellectual capital development. I'm also a member of their Executive Task Force for Gay, Lesbian, Bisexual, and Transgendered Employees. If that weren't enough challenge, I'm enrolled in a professional Doctor of Management program at UMUC (Maryland) and discovering a different level of learning. My Russian adoptees are now teen-agers, and I'm gaining more respect for those who've survived having their children get driver's licenses and make college decisions."

Lynne C. Levesque, MBA, writes, "This last year has seen two significant events in my life. First I switched careers again, this time signing on as senior researcher/project manager at Harvard Business School on a multi-year study of management processes in large, successful organizations. And second, my book *Breakthrough Creativity: Achieving Top Performance Using the Eight Creative Talents* was published in June! The book describes eight different creative talents and is based on countless and conversations and extensive research. It addresses two major concerns.



First, too often when I ask people "How are you creative?" their answer is, "I am not creative!"... because I can't play a musical instrument, or "I'm not an artist like Michelangelo or Beethoven or a genius like Einstein?" Since I believe that everyone is creative in his or her own special way and since I also believe that creativity is essential for thriving in this ever-changing world, I found those answers most disconcerting. Creativity like intelligence can take many forms. There is no one best way to be creative. My book describes 8 different ways to be creative and helps readers identify their creative talents and figure out what they need to do to be more effective, productive, and creative. It also provides tips for those working with each talent for optimizing their creative contributions. The book brings to life the stories and rich experiences of working individuals around the world to help readers discover their own creative talents and use them to further their professional and personal lives.

A second reason for writing this book was because too many leaders in organizations do not know how to tap into the vast reservoir of their employees' creativity. One of the primary reasons for this is that they don't understand what creativity really is all about. There are too many myths about creativity and the creative individual. Myths like it means wild people running around out of control, with lots of crazy ideas, spending vast amounts of money with no tangible results.

In fact, creativity involves so much more than that. Look at the lives of those judged in history as great creatives. They didn't just sit around generating ideas. They did something with those ideas. They produced a symphony, a sculpture, a building, a new organization, a play, or a new invention. Their creativity involved discipline, study, and knowledge. From this perspective, the book provides pragmatic recommendations for bringing out the very best creativity in teams and organizations.

Developing our creative talents not only promotes more creative results and contributions. It also builds a positive attitude for handling the challenges life throws our way and a deeper level of resilience to help us cope with constant change. My hope is that readers will see the book as a gift that will open their eyes, allow them to break through to their creative talents, and lead more healthy and productive lives."

James Robinson, MBA, is co-founder and principal of InfluenceMedia, a Web-based e-mail marketing and customer relationship management system. The company has offices in Nashville, Tennessee, and Gloucester, Virginia. He lives on a farm in eastern Virginia on the shore of the Chesapeake Bay.

1978

Mike Anthofer, MBA, was named senior vice president and CFO of SmartPipes Inc. of Redwood City, California, in October 2001. He assumed the new position after completing a successful five-year run as senior vice president and CFO of Concentric Network Corp., which merged into XO Communications last year. Mike, his wife, Norma, and family reside in Danville, where he coaches Little League and youth basketball in his spare time.

Baldwin Chan, MBA, of El Cerrito, California, has two grown children. His son, Steven, graduated from Massachusetts Institute of Technology's Sloan School of Management earlier this year. His daughter, Teresa, was married to Craig Moye last September and is now continuing her second year MBA program in the Kellogg School of Management at Northwestern University.

Christine Gray-Smith (Chris Hunt), MBA, moved to San Diego from the Bay Area to join Triad Therapeutics as CFO. She and husband Brad are looking forward to playing the many wonderful golf courses in the San Diego area.

UP CLOSE



Mitchel Harad, MBA 99

Building a Company, One Dinner at a Time

Mitchel Harad cofounded the Internet marketing firm GetRelevant in March 1999, at the height of the economic boom. Two years later, the company remains a survivor amid a cemetery of dead dot-coms, thanks in part to the networking of Harad, GetRelevant's CEO and chairman, and Rich Roberts, MBA 99, the company's co-founder and president. Their pitch to any professor or alumnus they thought could help — "Hey, I'd really like to buy your dinner — and get some advice," says Harad. "The only people who made us pay for dinner were the wealthiest people we talked to."

The strategy worked. One Cal alum, Auren Hoffman, played a critical role in the company's evolution by suggesting it move from a directory service into promotions. Harad's professor of new venture finance, Mario Rosati, is the company's attorney and a small investor. Russ Holdstein, a lecturer at Haas, is another investor. Harad won GetRelevant's longest-running customer, International Data Group (publisher of such computer magazines as PCWorld) through a Haas student who worked at IDG. "Anywhere, but especially in Silicon Valley in the late '90s, it was very much a who-you-know game," Harad says. "It was a great time, when failure meant nothing."

Harad, who previously worked in investment banking for Chase Manhattan, decided to get an MBA in order to switch to building companies. Entrepreneurship is in his blood — both of his parents owned their own businesses while he was growing up.

While at Haas, Harad helped start the Leading Edge Technology conference and a class called "Technology Topics and Trends." "I had no clue what a router was," he explains. This course helped him take his first step into the high-tech world. Harad and Roberts also started a networking group of recent alumni, called the Haas Founder's Forum, to keep entrepreneurial alumni connected after graduation.

GetRelevant has continued growing and expects to break even within the next two months, despite the fact that the "online ad market is really in the toilet," Harad says. GetRelevant's cost-per-action form of promotion, in which GetRelevant charges a company only when a consumer signs up for its promotion, is expanding as companies seek the most cost-effective promotions.

Harad believes his down-to-earth East Coast upbringing played a role in keeping GetRelevant growing on $8 million in funding. Based in a modest building in San Francisco's south-of-market neighborhood, GetRelevant has stayed lean. GetRelevant's staff today totals 29. "We just never went crazy," Harad says.

– Rona Abramson Kelly

Submit alumni notes online at
http://haas.berkeley.edu/alumninotes

1979

Lori (Gibson) Banducci, MBA, is a senior communications consultant for Hewlett-Packard's imaging and printing systems group in Boise Idaho, where she has lived since 1979. Previously she spent 10 years in brand management at Ore-Ida Foods and eight years as a marketing consultant. She and her husband, Tom, have three children. She is president of a soccer club and a member of the board of directors for Bogus Basin ski resort. She recently saw Jenny Jewell-Thomas, MBA 79, at Stanford University's class of 1976 reunion. Jewell-Thomas runs a successful consulting business in Minneapolis, and her oldest, Zeb, is a freshman at Stanford.

Ted Harper, MBA, of Raleigh, North Carolina, writes, "Still plugging away helping tech companies in the Research Triangle, where we weren't so high that we had far to fall. Recently completed divorce after 20 years of marriage, and am busily preparing for my next 50 years. Interested in renewing contacts with friends and meeting alumni in the Triangle area."

1981

Dan Mitchell, MBA, is founder and general partner with Sequel Venture Partners in Boulder, Colorado, where he focuses on health care and biotech. He and his wife, Robin Spitz, have a son, Bryan (5).

1982

David Critchfield, MBA, of Fremont, California, writes, "My oldest child is now 16 — driving a car. The house is filled with the sound of a new drum set. We are still in the house we bought 17 years ago as a 'starter.' The thought of moving makes us ill. Too much junk to put in boxes again! We'll let probate handle it. On the professional side, I do debt and lease financing arrangement, primarily as an independent contractor. Since high-tech started slipping last spring it has been a good thing that the wife is also employed. I'm the volunteer bee-swarm catcher for the City of Fremont. Yes, I get stung a lot. Hope everyone is doing well."

Frances Draper, MBA, is vice president of risk management for GE Access (a GE Capital Co.) in Boulder, Colorado. She writes, "Healthy and happy after surviving a divorce and cancer two years ago. Two kiddos — daughter, Anneka (10) and son, Karl (15). On the board of my daughter's school. Having a great time living in Boulder!"

Erik Juell, MBA, writes, "I am currently Head of Discretionary Portfolio Management and the Fixed Income Group at Alfred Berg Industrifinans, a wholly-owned subsidiary of ABN Amro Asset Management and one of the leading investment management firms in Norway. Industrifinans, where I was partner and shareholder, was sold to ABN Amro last summer. I live with my wife, Anita and 2 sons, aged 3 and 5 years, in the outskirts of Oslo. We spend our holidays in Norwegian cottages, house in Crete, Greece or Grimaud, France. We plan to attend the 20-year MBA-reunion at Berkeley in 2002."

Marshall Leisten, MBA, of San Francisco writes, "I have been working as director of strategic technology partnerships at Entrust, an Internet security firm that is based in Dallas, but has offices in Santa Clara. Given the events of September 11, there has been a significant renewed interest in our technology, and it has changed our company's direction."

Barbara Medwadowski, MBA, of El Cerrito, California, writes, "After 18 years in the equipment leasing business, my husband and I have teamed with John Anderson, MBA 73, and formed a wine company called Draper & Esquin, headquartered in San Francisco. We blend all of our own cuvees ourselves. Our latest bottlings consist of a Monterey Chardonnay, a Monterey Merlot, and a Carneros Pinot Noir, all under the Draper & Esquin label and from the 1999 vintage. Happily, the wines are already finding their way into better wine shops and restaurants in both Northern and Southern California. If you'd like to know more, call John at 510-550-4293, ext. 1, or e-mail him at *john@draperandesquin.com.* Go Bears!"

1983

Marietta Bartoletti (Mary Lou Sloan), MBA, writes, "Husband Steve Bartoletti, MBA 86, and I are continuing our international adventures. In June 2001, we arrived in Guatemala, where I am starting a new career as a foreign service officer. He continues to work on contracts with the World Bank."

George McLaughlin, MBA, of Berkeley writes, "I have been working for the past year at Hagen, Streiff, Newton, and Oshiro doing forensic accounting, forensic economics, and litigation consulting. I have testified regarding lost wages and profits in various civil litigation matters. My wife, Andrea, offers black-and-white photo processing at Photolab in west Berkeley. In more important news, my two children, Alexander and Grace, are in second and first grades and are having a great time at St. Paul's."

Lincoln Walworth, MBA, of San Francisco writes, "I am vice president of financial services at McKesson, the world's largest healthcare service and technology company, where I have worked for the last 15 years. Several years ago I left McKesson to become treasurer of a high-tech company (no, not a dot-com), only to discover the CFO was cooking the books. Great experience in ethics and liquidity management, but the company failed and I am happily back at McKesson after my 'sabbatical.' My wife, Criss, and I have two boys, 8 and 5, who also keep us fully employed."

1984

Richard Beall, MBA, of Honolulu, Hawaii, is president of Beall & Associates Inc., providing mechanical engineering services on commercial and residential building projects.

Peggy Bush, MBA, relocated to the Bay Area after a stint as CEO and general counsel of a packaging distribution company in Los Angeles. She is presently involved in arbitrations and mediations of business and real estate disputes and law practice involving business disputes and elder abuse. She is also executive director of the Center for AIDS Services and mom to two teenagers. Her future fantasies include heading up a significant foundation.

Cecilia Doty, MBA, writes, "I am married to Bob MacNamara, a real estate developer. My stepdaughter will be graduating from the University of San Diego in 2002 with a degree in political science. My husband and I are involved in a variety of charity and community organizations in San Diego and relish our lifestyle here."

Stephen Fleming, MBA, of Orinda, California, recently joined F&M Bank of Central California in Lodi as executive vice president responsible for all of the bank's business and consumer activity. This follows a 20-year career with Bank of America, much of it spent in London.

Douglas Larson, MBA, died April 2, 2001, after a lengthy battle with leukemia. He was the CFO of FinanceStaff Inc., a local recruiting company. He is survived by his wife, **Linda Carlton, MBA 89,** and his children, John Larson (14) and Jillian Larson (13).

Connie Marmet, MBA, of Los Angeles is manager of the Private Bank Service Center.

1986

Michael Smith, MBA, is vice president of creative services for Food Network, the popular cable TV network, where he is responsible for advertising and promotion. He and his wife, Marchette Richardson, married since 1996, live in Manhattan.

Pascale Weber, MBA, of Kortrijk, Belgium, is in charge of TrustCapital Technology, a subsidiary of TrustCapital Partners N.V., a venture capital group which is listed on the Brussels stock exchange. Previously she worked for AT Kearney, JP Morgan, NatWest Markets, and KBC Securities in Brussels, London, and New York. She writes, "I remain single and enjoy my free time traveling around the world."

Michael Yinger, MBA, of Denver, Colorado, recently went through an "organization realignment." He continues to be interested in the professional services sector.

1987

Robert Finley, BS 80, MBA, of Oakland, Calif., writes, "I am currently CFO at MilitaryAdvantage, a company that serves people who are in the military or are retired from the service. We are still around, and using all the things I learned at Haas, and we are on the verge of profitability! We are truly one of the 'last standing' dot-coms, and it is very gratifying to see the positive results. It is tough being CFO, but the payoff is in the results. My wife, Jennifer, (who also went to Cal) is CEO of her own company, Too Good Gourmet. It is doing very well (has been profitable for quite some time) and she enjoys it. We do not have any children, but we do have a great dog, Calvin. I would love to reconnect with any former classmates from undergrad or graduate days. Best thoughts to all the Haas Alumni!"

1988

Ross Ellis, MBA, of Valley Forge, Pennsylvania, is in charge of marketing, distribution support, and strategic initiatives for the alternative investment manager unit at SEI, where he has worked for two years.

Doug Galen, MBA, of Menlo Park, California, writes, "After enjoying the thrill in helping build E-Loan as its third employee, I am now general manager at eBay of a new business focusing on buying and selling real estate. eBay sells a property about every 30 minutes, so we are on our way. Suzy and I have been married for eight great years. After getting the travel bug out of us, we now have a 20-month-old beautiful girl named Jessica Grace."

James Sowers, MBA, of Oakland, California, has been involved in a number of startups, including Interwoven, MyPoints, and currently Uthere Technologies,



James Sowers

where he is general counsel. He writes, "My avocation and passion is music and dance. I have performed in Trindad and Tobago in the Steel Drum Championships and in the Soca Monarch Finals. I was crowned the King of San Francisco Carnaval 2000. Most recently I completed an 8-month solo motorcycle journey from Cape Town, South Africa, to Cairo, Egypt, and then on to Dublin, Ireland. I raised money for Save the Children and visited centers throughout Africa. I crossed 13 African countries, including Ethiopia and Sudan. Along the way, I taught salsa classes, had a performance in Nairobi, and did radio shows in Uganda and Ethiopia (more details at www.moonride.org). I have now crossed four continents on my motorcycle. (I rode from San Francisco to Tierra del Fuego in 1996 and 1997, also a fundraiser.) Asia and Australia are next! Warm Regards to all my friends. Go Cal!"

Melisa Wilson, MBA, writes, "My husband, Chris, and I reside in a lovely old home in the city of Pasadena. For the last 11 years, I have worked at Union Bank of California in downtown Los Angeles. Presently, as senior vice president in the leasing division, I am responsible for closing big-ticket leveraged leases primarily in the energy industry. In my spare time, I am the treasurer of Women Jonathan's Board, and active in Junior League of Pasadena, Holy Family Church, and the Pasadena Heritage."

Frank Yien, MBA, writes, "My company XMarkstheSpot Inc. was acquired by Aptimus Inc. (Nasdaq:APTM) in December 2000. I joined Aptimus, where I am currently senior vice president and general manager. Aptimus is creating the leading online direct response network, helping to connect millions of web users and hundreds of marketers and Web site partners."

1989

William Burke, MBA, recently celebrated the 4-year anniversary of Be Design, a brand strategy and design firm he founded in 1997. The firm, which works for technology and consumer products companies on a variety of branding and design programs, moved into larger office space in the fall. He writes, "It's been a great marriage of my business background and design talent, although now I have little time to draw just for fun!" He and Carissa Guirao, an interior designer, were married in February 1999 on top of Mount Tam. "We see it every morning from our bedroom window." They have a 15-month-old daughter, Jane. "Jane made her first international trip this past August to Italy, as Mom and Dad had the great excuse of a friend's wedding to make it into an extended summer holiday. She's a much better flyer than I was at that age." The family lives in San Anselmo, California.

Linda Carlton, MBA, see Douglas D. Larson, MBA 1984 note.

Bill Cohen, MBA, started a medical device manufacturing company called Edge Systems Corp. in 1997. The company develops and sells devices for dermatology and plastic surgery, including a digital mole analysis system, skin resurfacing system, laser smoke evacuator and other OEM products. He writes, "FYI: You can do it without venture capital! My wife, Kathy, and I have two kids; Leah is 2 and Joe is 3-and-a-1/2. Still swimming and trying to get a rafting trip in on occasion."

Alfred Diaz-Infante, MBA, of Salinas, California, was promoted to president and CEO of Monterey County's largest nonprofit affordable housing development company. From 1993 to 1998, he served as a member of the Monterey County Planning Commission. He was married in 1989 and has two daughters and one son. He is a board member of Common Ground Monterey County and California Coalition for Rural Housing and volunteer soccer coach for a local youth soccer league.

Carlos Gaviola, MBA, writes, "I recently joined a French-American company, Business Objects, the world leader in business intelligence, as director of business development in Europe, based near Paris. I will concentrate my efforts in the area of extranets. It is very interesting to observe how Business Objects merges two very different business cultures to achieve the best of both worlds. The company has headquarters in both Paris and San Jose, thus I will have the opportunity to visit the Bay Area from time to time."

1990

Diane Fong, MBA, of Redwood City, California, writes, "Since graduation, I've been working in San Francisco at Wells Fargo as a finance manager in several different groups. Recently I've taken a new job as senior vice president of Economic Capital Assessment, which involves figuring out how the new Basel Regulations will impact the company. I currently work three days a week so I can spend more time with my husband, Spencer, and our daughter, Alyssa, who was born last year."

Klaus Hammer, MBA, and his wife, Kerstin, happily announce the birth of their second child, Svenja Franziska. They enjoy living in Zurich, Switzerland close to the lake shore and would always welcome class mates if they happen to pass by. Klaus is still CEO of Signity, a marketing and distribution company for natural and synthetic gemstones. He can be contacted at *hellokk@attglobal.net* or at his mobile under +41 792577523.

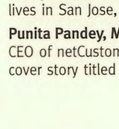
Bill Iwata, MBA, of Green Brook, New Jersey, writes, "The past year has been exciting and challenging. At Lucent we concluded several financing transactions, including the $4.1 billion IPO of Agere Systems and a $1.9 billion convertible preferred stock issue. At home, my two daughers, ages 9 and 11, are into ballet, saxophone, softball, and golf."

Ted Nunn, MBA, of Columbia, Maryland, writes, "After graduation, I spent eight years in various management positions at a medical device manufacturer in the Seattle area. While in Seattle, I ran into fellow classmates George Roberts and Cam Pollock on a regular basis. My manufacturing experience launched me into a career as an IT project manager and consultant. I got caught up in the Y2K boom and the dot-bomb bust of the past few years and am now working free-lance. It's been a wild ride! I've been living in the Baltimore-DC area for the past 1 1/2 years, having moved from the Northwest to be near my two kids, Jared (10) and Melissa (7). They are wonderful kids, and we've been having a blast exploring the East Coast together. Last fall, I met up with Ciaran Quinn while traveling on business in Paris. He recently had his own family addition — Thomas Connor Quinn born in April 2000. The Quinn family seemed to be doing quite well, and I hope we get a separate update from him for this publication. For a variety of reasons, I've dropped out of touch with many of you, and I'm sorry for that. I hope you are all doing well and prospering during these challenging times."

Sally M. Smedal, MBA, was appointed to the board of directors of the Association for Financial Professionals. An AFP member since 1991, Sally Smedal, CCM, is treasurer and director of corporate accounting at Basic American, Inc., where she is responsible for all corporate treasury and corporate accounting functions. She has worked at Basic American since 1994 in various positions including marketing manager of new product development and assistant treasurer. She previously spent 12 years at Chevron Corporation where she held positions within the treasury, information systems, accounting and auditing functions. Smedal currently chairs AFP's CCM committee, previously chaired the CCM Test committee and was a member of the Item Writer's task force. She earned her CCM credential in 1994 and passed the CPA exam in 1983.

Wilson Woo, MBA, is the marketing manager for Agilent Technologies' BioResearch Solutions. He is enjoying the fascinating world of genomics and gene expression analysis. On the personal front, Jonathan (12), is in seventh grade, and Kristie (10) is in fifth grade. His wife is happily retired from her software engineer career.

1991



Megumi Kiyozuka

Megumi Kiyozuka, MBA, of Tokyo writes, "Finally, I married two years ago, but no kid yet. I am currently working for Carlyle Group, a private equity fund, with focus on buyout of Japanese private companies."

Daniel Lynch, MBA, writes, "After Haas graduation in 1991, I joined the MBA Enterprise Corps and came to Central Europe. I have stayed in the region the entire time and now live in Prague. Last year I married a Czech woman, Hana, and this past spring our daughter, Kaja was born. For my job, I am the senior investment director for 3TS Venture Partners, a technology investment fund focused on Central Europe.

Ramon Mellado, MBA, of San Juan, Puerto Rico, writes, "Since graduation, I dedicated two years to doing business consulting with my own firm and four years as executive director of Puerto Rico's Privatization Committee while vice president of local Central Bank. In 1996, I started a business in records and information management. Along the way I have worked on several real estate ventures and served for about three years in a position with the federal District Court and the local government as overseer of a construction program. I was married in 1994 to Ana María Urrechaga, and so far we have two girls, Carolina (2) and Laura (2 months).

Clark Newby, MBA, and his wife, Kay Cadei-Newby, celebrated the first birthday of their daughter, Grace Isabel, in late November. He is director of product marketing and alliances at enterprise software firm Kintana and lives in San Jose, California.

Punita Pandey, MBA, founder and CEO of netCustomer, was featured in a cover story titled "The new American Dreamers" by Christian Science Monitor, Work and Money section on Monday, Sep 24, 2001 *(http://csmonitor.com/2001/0924/p1351-wmwo.html)*. Punita, a resident of San Jose, California, was also featured as a guest in the TechTV news on August 13, 2001, to talk about netCustomer's unique approach of building customer relationships and surviving the bursting of the Internet bubble.

Mayer Riff, MBA, writes, "I was recently appointed the business process control manager for Solectron's North America Region, which includes sites in Calgary, Washington, Oregon, California, Texas, North Carolina, Massachusetts, & Puerto Rico. In this position I will support the Global Manufacturing Business Unit's North American Operations strategy. Solectron Corporation, (NYSE: SLR), is the world's leading provider of electronics manufacturing and supply-chain management services. I must like the company as I daily commute to Milpitas from Berkeley and have been there for over 2 years now."

1992

Bernard Aboba, MBA, is going on his eighth year at Microsoft. As Network Architect for Windows, he supervises the technical direction of networking in the Windows family of operating systems. Recent projects include design of the protocol for Windows Messenger (SIMPLE), which was also adopted by America Online, and the design of the 802.11 functionality in Windows XP, including the IEEE 802.1X standard. Bernard lives in Bellevue, WA with his fiancee Renee Gilbert who is a clinical psychologist.

Luis Miguel Aboitiz, MBA, of Makati, Philippines, writes, "I married Barbara Brandner (Austrian, from the hometown of Arnold Schwartzenegger, yikes!) in April last year, and we currently have a 6-month-old daughter named Alicia who looks just like dad (without the 5 o'clock shadow). Pictures available at *http://miguelandbarbara.com/*"

Bridgitte Backman (Backman-Bocken), Exchange Student, of Mossel Bay, Western Cape, South Africa, writes, "I returned to the Rotterdam School of Management at the end of 1992 to complete my MBA. I returned to South Africa in late 1993. Upon my return I worked for the Development Bank of South Africa as project leader, urban development. I joined the South African Breweries as senior executive of corporate affairs in 1995. At SAB, I was responsible for corporate marketing, company image and positioning, corporate social investment, media relations, and stakeholder management. In 1998 I was seconded to the Independent Electoral Commission as chief director of communication and information services for the 1999 general election. This entailed the management of the following business units: marketing, media relations, internal and external communication, and press secretariat. I am currently with Mossgas as the commercial equity manager responsible for economic empowerment and business development as well as supplier development. I serve on the boards of: Triple Trust Organisation, a non-governmental organisation involved in job creation and entrepreneurship and Big News for Small Business, a newspaper targeted at emerging enterprises."

Andrew Lochart, MBA, is the vice president of marketing at BoldFish, Inc. in Santa Clara, California. He was married to Melisa Dunbar in San Francisco in March 2000. Melisa works in film production. The couple lives in Los Gatos.

Walter Tendler, MBA, of San Diego writes, "In March of 2001, I joined Avalon Ventures as CFO. Avalon (www.AvalonVI.com) is an early-stage venture capital firm founded in 1983 that invests primarily in life science and wireless companies. See you next fall at the 10-year reunion."

1993

Michael Buerchner, MBA, of Campbell, California, recently left Intel Corporation after eight years to become founder and principal of Wayspring LLC. His last three years at Intel were in Intel Capital, Intel's venture investment arm. Wayspring specializes in business development and fundraising consulting for small, high-tech, growing companies. On the personal front, he became engaged to Suzanne Hogan in September. They plan to wed in September 2002.

Wendy Larson, MBA, writes, "2001 has been a great year! IncuBay's first startup, Achex, was acquired in July by FDC, the nation's largest payment processor." She and her IncuBay partners are working as advisors to other startups, providing strategy and leadership consulting services to Fortune 500 companies, and launching new ventures from IncuBay business ideas and seed capital. She and her husband, Matt, live in Orinda, California, with their 100-year-old desert tortoise, Mooji.

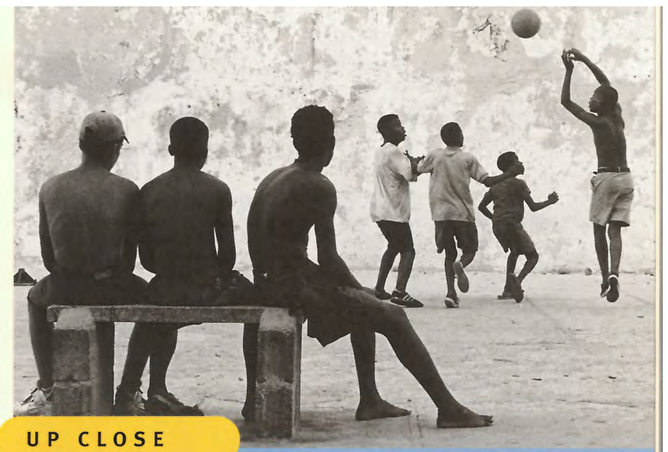
John Pollard, MBA, of Surrey, England, writes, "I am working in London and Brussels for Cisco Systems Europe, and would love to hear from any classmates passing through the UK or Belgium at *jpollard@cisco.com*"

Frank Rockwood, MBA, writes, "My wife, **Susan Anderson Rockwood, MBA 89,** did an exceptional job managing the annual fundraiser for our oldest daughter's nursery school co-op, besting the target by over 100 percent. With that performance record, she should be running a Fortune 500

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"Playing Ball," Havana, Cuba 1998, by Peter Lemieux, MBA 01

UP CLOSE

The Art of Economic Development

Peter Lemieux, MBA 01

A Peruvian heroin addict waits for work in the Mission district, his back to a billboard that reads, "Finance Your Dreams." Kids play a makeshift game of basketball without a hoop in Havana. These are among the scenes that Peter Lemieux has vividly captured in black-and-white photography documenting Latino street life at home and abroad.

During his last year at Haas, Lemieux won UC Berkeley's 2001 Dorothea Lange Fellowship for his photos of migrant workers on San Francisco's Cesar Chavez Street and UC Berkeley's 2001 Eisner Prize for Photo-Imaging for his photos of Cuban street life. Still, he expresses surprise that his Haas classmates voted him least likely to use his MBA.

"I'm not going to use my MBA in the traditional manner," Lemieux acknowledges. He plans to apply his passion for documentary photography and his business acumen to social causes.

As part of his latest project, called "Reflecting SOMA," Lemieux is working with the SOMA Foundation, an economic development organization creating a plan to revitalize Sixth Street in San Francisco's South-of-Market area. Lemieux, a San Francisco resident, will assist the foundation in meeting its goal of bringing in six new businesses and revitalizing six existing businesses. Using photography and personal interviews, he will create a multimedia exhibit documenting the lives of people on Sixth Street and the disparate issues they face as a neighborhood. This project will be used as a tool to guide policy making and urban planning by the SOMA Foundation and the community as a whole.

"SOMA is arguably the most culturally, economically, and politically fragmented neighborhood in San Francisco. Parts of it, like Sixth Street, are an urban war zone. Other parts, like Yerba Buena, are fully revitalized. As a result, you find drug dealers and prostitutes sharing the sidewalk with artists, commuters, and young families," says Lemieux. "The idea is to put a mirror to the SOMA community where they can look at themselves and learn about themselves in a new light."

Knowing he wanted to work internationally, Lemieux became interested in photography as he was finishing undergraduate work at Duke University in 1993. "I realized for the rest of my life I'm going to be in places that I will want to record and document," he says.

After Duke, Lemieux started a relief organization called Americas Life-Line, which aided healthcare workers in Peru, and then became executive director of VIDA, a Latin America-focused medical relief organization. Throughout, he photographed the communities he served, including a burn center in Peru and an orphanage in El Salvador. He helped the Daughters of Charity find a way to meet the needs of a leper colony in Vietnam. Rather than giving the colony a $5,000 each year to pay for rice and electricity, the charity could help the colony turn its 20 acres of undeveloped land into a coffee farm. Lemieux figured that within three years the colony would have enough revenue to cover the cost of its basic necessities.

Such experiences convinced Lemieux an MBA would better enable him to contribute more to social causes. "I was convinced business rather than charity was the best way to drive improvement in these institutions," he says. "I think people have more dignity and self-esteem when they're earning what they're receiving. Given the opportunity to prove themselves, they can demonstrate their value and talents."

To see more of Lemieux's work, visit www.berkeley.edu/lange. If interested in learning more about his latest projects, contact him at peterlemieux@alumni.haas.org.

– Rona Abramson Kelly

company. Our company, Vectiv Corp., successfully completed its first product, an enterprise software solution enabling Fortune 2000 companies to optimize the use of their customer-facing retail real estate resources. Unfortunately, market conditions for going to market with an enterprise software solution are tough. We love the challenge, but a little improvement in the overall economy would be very welcomed."

Tom Stahl, MBA, writes, "Julie and I are happy to announce the arrival of Leo Stahl Kim born at 5:01 PM on Tuesday, October 16, 2001. Leo weighed in at 7 pounds, 14 ounces, and was 20.5 inches long at birth. Mother, father, and baby are all healthy and happy."



Tom Stahl, MBA 93, and his newborn baby

William Vederman, MBA, of Oakland, California, is president of Sunrise Health Medical Group Inc., the largest and nearly the oldest medical practice specializing in weight control in Northern California. The group has 13 locations and a clinical affiliation with UCSF Medical School. Vederman, who earned his MD in 1969, serves on the board of Hopalong Animal Rescue, an organization that places lost or abandoned cats and dogs in homes and rescues them from euthanasia. Hopalong works for improved treatment of animals in a variety of other ways as well. He is also active in Oakland Rotary in educational affairs and community service committees. His son is the technical editor for PC Gamer Magazine, a national publication devoted to the computer gaming industry. "Mainly, he plays computer games all day and writes about them!"

Michael Wadman, MBA, writes, "Just a note to say that I'm living happily in New York City despite the events of recent months. I'm at the New York State Housing Finance Agency financing affordable housing in the city and around the state, and I'd be interested in hearing from any alumni in the real estate field. (I'm in the phone book at work in Manhattan and home in Brooklyn). I also recently got engaged to an amazing woman (wedding next year some time) who runs a nonprofit group that works with high school kids to help them write and produce films about issues in their lives."

1994

Art Altman, MBA, manages research and development in energy risk management and energy derivatives valuation for the Electric Power Research Institute in Palo Alto, California. He lives in San Carlos.

Barbara Burger, MBA, of San Ramon, California, writes, "With the merger of Chevron and Texaco, I was appointed to the position of vice president of base oils in the new Chevron Texaco Global Lubricants. The position is a great opportunity for me, and the new company has all the opportunities and challenges of integrating three (Chevron, Texaco, and Caltex) businesses — people, assets, and brands."

Michael Garrow, MBA, recently accepted a position as assistant vice president of Gaming Finance with MM&S Investments in Phoenix, Arizona. He is assisting Native American Indian Tribes with public finance.

Margaret (Chang) Meenaghan, MBA of Beverly Hills, California, writes, "Since moving to LA, I've been a vice president at Eastdil Realty, a New York-based real estate investment bank (www.eastdil.com). I am married to Jim Meenaghan, an entertainment executive, who I met through **Katie McDivitt Pierce, MBA 94.** In March 2001, I gave birth to my son, Charlie, who looks more like mommy than daddy. To bring a little happiness during the holiday season to those less fortunate, every year I 'adopt' a low-income family to which I donate food and gifts. So far I love living in LA, but I do miss my friends in San Francisco! Feel free to e-mail me at *mchang@eastdil.com*."



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Ian Hart, MBA, of London, England, is co-founder and CEO of a startup investment bank, Core Financial Products (www.corefp.com). The company was granted investment banking licence to operate throughout the European Union and has just landed a major G7 government contract, in addition to serving European companies needs for structured credit products. It is looking for partners to cover United States under SEC regulation.

Sean Howley, MBA, writes, "This year we have had many changes. We moved from Dublin, Ireland, back to the United States, this time to Boston, where I joined Putnam Investments as a portfolio manager. On the family front, we had a new addition, a baby girl, Alana, who was born in August. Together with her older brother, Ben (3), she will keep us busy for a while. Stephanie and I look forward to catching up with old friends from Berkeley, either in Boston or on our next trip to San Francisco."

Susumu Kamochi, MBA, was married in 1999 and now works for Fidelity Investments in Tokyo setting up the new business of Japanese 401(k).

A.G. Lambert, MBA, writes, "I was married September 21, 2001, on the shores of Lake Tahoe to my girlfriend of the last three years, Karen. Karen and I are living in San Francisco and enjoying married life. I am working as director of product marketing for Extensity, an enterprise software company in Emeryville."

Jennifer Lew, MBA, writes, "I moved from Paris to Cologne, Germany, in 1998 and have been working as an IT/IP lawyer for an international law firm (MDP) PricewaterhouseCoopers Veltins (globally Landwell). In addition to legal work, my husband and I (he is also a lawyer) devote most of our time to researching and uncovering artisanal and rare foods throughout Europe (we are both active in the Slowfood movement based in Italy), as well as developing our wine cellar through wine-tasting trips in Germany, Italy, and France. We have organized several successful trips with large groups of friends to various vintners and vineyards in Germany and France, and we wonder if our obsession with wine, cheese, and chocolate will eventually dominate our lives! We would be happy to host anyone passing through Cologne."

Morris Noble, Jr., MBA of Greenbrae, California, writes, "Cindy and I had our second child on January 11, 2001, Sarah Allison Noble (Sally) born at 9 pounds, 14 ounces. Separately, I have relocated to US Trust's Marin County office in Larkspur, and I am enjoying my daily one-mile commute."

Toshiyuki Ogura, MBA, of Tokyo and Masako married at Nogi Shinto Temple in Tokyo in October. Some Haas alumni from Tokyo and the Bay Area attended their wedding reception. Toshi works as a sports marketing consultant, and Masako works as a jewelrey designer/craftsman.



Toshiyuki Ogura, MBA 94, celebrated his wedding last October.

Hirotake Ohta, MBA, of Mobile, Alabama, writes, "Hi, y'all! Greetings from the Deep South. After five years in Alabama, we are fixing to go back to Tokyo soon. The building, start up, and operation of a $180 million polysilicon plant from scratch has been quite a challenge. Managing a section of the plant with 50 local employees gave me valuable, once-in-lifetime experience. Yuko and our daughter, Momo, who just started kindergarten, are doing fine. It's a pity that we have to go back when we started feeling more at home in this Southern city. See y'all in Tokyo. Peace on earth."

Walter Scheiber, MBA, of San Francisco writes, "Emily and I are happy to announce the birth of our daughter, Elise, born on August 2, 2001. Elise is a true product of the Internet generation. She is growing at an astounding rate, doubling in size in her first three months. I recently co-founded a market research and marketing consulting firm, The Sageza Group, trying to resurrect the business of Zona Research, where I worked until it was shut down by the parent company on July 31."

1995

Anya Axelrod, MBA, of Berkeley writes, "Jim and I had a baby boy, Maxim James Culbeaux (Max for short), on January 30, 2001. I am still with Schwab, doing project management."

Charlie and Kristin (Thingstad) Chen, both MBA 95, gave birth to their second child, Cameron David Chen, on August 16 2001. Although he came four weeks early, he was a healthy 6 1/2 pounds and 19 1/2 inches long. Big sister Sonja (one-and-a-half) is excited about the new family member as well!

Hsiufen Chou, MBA, of New York writes, "My husband, David, and I had a gorgeous baby in July of 2000. We named our little dragon Amy Chen. Workwise, I left Novartis earlier this year to join Pfizer. I work out of Pfizer's headquarters in New York and can be reached at *hsiufen.chou@pfizer.com*. David is a reporter with The New York Times."

Hazem Galal, MBA, writes, "I continue to enjoy beautiful Rio de Janeiro, Brazil, where I have lived for the past couple of years working for McKinsey & Co. Although I have managed to visit the Bay Area a few times a year on business, I do miss Berkeley a lot. I hope to see more of my classmates come to visit Brazil."

Chris McClain, MBA, of Baltimore, Maryland, writes, "I was married to Carolyn McCue, a second-year med student at Johns Hopkins, in August in an outdoor wedding in Minnesota. Peter Aylaian, Jane Seto, Jonathan Becker, Anna Punsal, Young Lee, and Charles Coustan from the class of 1995 attended. We honeymooned in Egypt and had a great time. I am working in strategic marketing at Corvis Corp."

Keiji Miyagawa, MBA, writes, "I created my own investment and consulting company in the Silicon Valley in 1995 and since then this company has helped several US information technology startups develop international business. Some went public, and others were acquired by the public companies. In July 2001, I temporarily moved primary residence to Japan to prepare for starting my own mobile related ventures in Tokyo. I have been visiting the Bay Area every other month."

Bahram Motamedian, MBA, writes, "After one year of Internet startup experience with Goldman's money, I am back at Hines (my old Texas real estate development company) and will be relocating from Houston to London early next year to help finance our European real estate development and acquisition projects. I look forward to this move both on a personal and professional level. London is one of the most vibrant cities in the world and is on the path of most visitors to Europe, so please drop by or send me a note if you are passing through. I will be happy to hear from any of my Haas classmates and can provide some very good pan-European travel advice. Write me at *bahram_motamedian@hines.com*"

Katy (Santen) Sharon, MBA, has started two important new ventures in the last couple of years, including becoming the proud mom of her now 18-month-old, Cap, and the "birth" of her own company she co-founded with a business partner, Springboard Partners. As founder, Katy works with executives and managers individually and in teams, helping them work more effectively, develop creative thinking skills, and manage change with ease. Springboard Partners provides coaching as well as customized experiential learning training courses. Having flexible hours and choosing clients wisely has enabled Katy to do some great vacation travel to Japan, Europe, the Virgin Islands, Guadeloupe, and best of all, Disney World. She lives in San Francisco.

Takeshi Sasaki, MBA, of Tokyo writes, "In April I joined a small consulting firm specializing in due diligence for non-performing loans originated by Japanese banks or other financial institutions. Our main function is an advisor for clients, such as major investment banking firms or funds, to acquire Japanese non-performing assets, as well as Japanese banks to sell those assets. I've been enjoying my management responsibility in this newly-established venture (http://www.gracchus.co.jp/)."

Susan Szasz, MBA, is a human resource manager of the software organization of Hewlett-Packard Co. She lives in Monterey, California, with her husband, Ioan, and has two daughters, Emily (3) and Mary (6).

Michael Tiedemann, MBA, returned to McKinsey & Co. after business school. In 1996 he joined the BSH Bosch and Siemens Home Appliances Group, the world's No. 3 manufacturer of electric houshold appliances. After several positions in the Munich headquarters, he was transferred to Stockholm, Sweden, in late 2000 to assume the position of general marketing manager for BSH's activities in the Nordic countries (Norway, Sweden, Denmark, Finland).

Sheila Umolu, MBA, and Chukwuma Umolu are celebrating the birth of Michael Julius Chukwudi, born July 4, 2001. She is travel services director for Soul of America and lives in San Francisco.

Daniel Yun, MBA, of Fallbrook, California writes, "My family and I found our way back to California after almost six years in Michigan. Now I am a senior manager of strategic business planning and analysis at Wingcast in San Diego. Juliana and I are proud parents of Christian (3) and are expecting another in May 2002. Would love to hear from our friends — *dan_yun@yahoo.com*."

1996

Linda Ceridono Behnke, MBA, writes, "I am Gearing up for ski season in Munich. Still in the private equity fund of funds business, but under a new brand name: Golding Capital Partners (just launched in September). Hated to miss the 5-yr reunion, hope you all had a great time! Don't forget about me, I'm determined to make it back to the Bay Area sooner or later..."

Clarence Chen, MBA, of Menlo Park, California, writes, "After graduating, I did a four-year stint at Accenture's supply chain strategy group. After that I spent a year at Rapt, an optimization software company in San Francisco. I've just recently founded a company focused in the supply chain software space. Given the recent downturn, I was extremely lucky to have closed a round A from Accenture and Softbank in September of this year right before the unfortunate events of New York. Would love to hear from any Haas alumni with interests in supply chain software space."

Olivier Girard, MBA, writes, "After spending a year in the B2B media world, I decided to do a B2C (Back-to-Consulting) move. I have joined Paulo Penteado and Hazem Galal at McKinsey Company where I found back the endless workload and the famous lifestza that I knew from BoozAllen. Still, consulting is still a very exciting and challenging job."

Philippe Levy, MBA, and Linnaea are now the proud parents of a second son. Julien (3) is now the big brother of Dominique (Nico for short) Roland Hjalmar born on October 1, 2001. The family lives in Foster City, California.

Satnam Nahal, MBA, is living in Benicia, California, with his wife and two children and is the director of finance for an event planning company near Pier 39 in San Francisco. He enjoys coaching soccer and playing golf.

Alan Seigrist, MBA, of Hong Kong writes, "I am a founding shareholder and corporate director of The Executive Centre, Asia's premier serviced office company. We now have 12 locations in eight countries in Asia and Australia. Starting in 1999, I led the successful effort to raise expansion capital for my company. Revenues have grown for 24 months straight, and total sales have doubled in the last six months alone, despite 9/11. Since graduating from Haas in 1996, my investment work has taken me to Hong Kong, Singapore, Manila, Saigon, Sydney, and Shanghai. I am currently in Seoul on a three-month assignment. For any Haas grad coming to Asia for business, I'll give a great discount on our offices and free beer in the process! Check us out at www.executivecentre.com."

Scott Trappe, MBA, writes, "Stuart Gurdev Trappe joined our family on April 2. A healthy 8 pounds at birth, he is already eating hard to catch up to his sister, Nicole. Although sleep is just a fond memory, we are really enjoying watching Nicole, (2 1/2) interact with her new brother — although her affections are a bit rough at times!" The family lives in Mountain View, California.

1997

Prashant Bhatia, MBA, writes, "I'm still living in Manhattan working as a consultant in McKinsey's Global Media and Entertainment Practice. I recently had the pleasure of attending **Dan Stryker's, MBA 97,** wedding to Karen Heys near Toronto, where I saw many other MBA 1997 grads, including **Henry Hwong, Carolina Lau, Anjali Vichare, Helen Uhrig, David Sandford, Sandra Doi, Andre Marquis, MBA 96, and Sheryl Yung.** A wonderful time was had by all. I also was able to visit with my former housemate, **Torsten Wiegler, MBA 98,** who works for BCG in Toronto."

Damien Dallemagne, MBA, writes, "I am still working at the Pharmaceutical firm UCB Pharma as Global Supply Chain Manager. Over the last two years, we have totally revamped our global supply chain processes, and we are currently completing the implementation in 4 manufacturing plants and 40 sales affiliates around the world of a new Demand and Production Planning software System to support our new optimized supply chain operations."

Dave Elliott, MBA, is the director of business development at Blue Martini Software in San Mateo, California. He has two daughters, Audrey (3) and Emily (1 1/2), and he and his wife, Jin, are expecting their third daughter in early February. The family lives in Redwood City.

Segolene Finet, MBA, writes, "After four years with PeopleSoft in California, I asked for a transfer to the Paris office. We relocated to Paris in November 2000 with our then 4 and half month old daughter Emilie (born August 8th, 2000.) The thought was that moving during my maternity leave would make things easier (What were we thinking??!!) Drew took a sabbatical from his law practice and is taking care of Emilie full time. After almost a year in Paris, we are loving it and have settled happily in respective roles. Drew is Daddy In Chief, Director of Social Affairs, CFO, and Master of Errands and Logistics for our family. I am the director of HRMS Product Strategy for PeopleSoft for Europe — probably the only MBA 97 (other that Larissa Roesch) to have stayed with the same company since graduation. Haas friends have been visiting including: **David Sandford and Sandra Doi, Larissa Roesch and husband Dimtri, and Jin Chung.** Feel free to contact us if you come to Paris!

Kris Kingery Evans, MBA, and her family, Scott and Sara, have relocated to Charlotte, NC with Scott's job. He is working in investment banking at Bank of America and everyone is getting settled in and adjusting to life in the South! Sara just turned three.

Eric Floyd, MBA, writes, "I've recently changed my role within Cisco Systems. I'm now responsible for Asia-wide development of Managed Enterprise Applications. In that role, I expect to work together with ASP's, content providers, enterprise customers, and service providers to develop business models and go-to-market strategies, primarily in Hong Kong, China, and Korea. I plan to remain based in Korea until summer 2002 (after the World Cup) and then to relocate to either Shanghai or Hong Kong. If you're coming to Korea for business or for the World Cup, drop me a line at *etfloyd@cisco.com.*"



Samuel George Rosenberg

Mary Ellen Rosenberg (Mel Libous), MBA, and her husband, Howard, are thrilled to announce the birth of their son, Samuel George, who arrived six weeks early on Feb. 27, 2001. She has since left her job as senior marketing manager for The Gap's online division and is enjoying staying home with Sam. She writes, "He's the most demanding boss I've ever had!"

Alan Norquist, MBA, writes "While times are tough, some startups are still succesfully raising venture capital. Ponte Communications, where I am vice president of marketing and product management, closed a new round of funding in the fall. Ponte released its first product in July, Ponte nsControl(tm) network security control software. The product enables large enterprises and service providers to centrally manage a consistent network security policy across all the devices in their networks. We had a great launch in July. Check out our website at *www.ponte.com.* By the way, Ponte is looking for MBA students interested in summer internships or who want to use Ponte in a class product. Take care."

Paolo Obias, MBA, writes, "I married Ana, who I met three years ago in New York, last June. I have since been reassigned to New York after spending two years in Tokyo with Moody's Investors Service. Ana and I now live in Edgewater, New Jersey."

Christopher Rimer, MBA, married Christine McCarthy September 29 at Lake Tahoe's west shore. He continues to work for Verticalnet in San Francisco.

Piyush Sevalia, MBA, of Campbell, California, writes, "We're the proud parents of a baby boy, Roshan, who was born on September 14. All of us are doing well, experiencing the incredible joy of watching him grow and do new things every day. Roshan is our first child. On the professional front, I started work as director of product marketing at Ikanos Communications in September 2000. We launched product on October 22, and have been receiving excellent reviews."

Eric Sigler, MBA, writes, "My wife, Wendy, and I are happy to announce the birth last year of our first child, Max. We are now living in Half Moon Bay, California. I am enjoying my work with BA Venture Partners (the venture capital arm of Bank of America), where I focus on investing in communications equipment and semiconductor startups. I would love to hear from other alum working in related areas."



Stryker Wedding

Dan Stryker, MBA, is pleased to announce his marriage to Karen Heys. The wedding was held on November 3 in Toronto. Dan and Karen met through their former employer, iPIX. They are now happily settling into married life in San Francisco.

1998

Gonzalo Arguello, MBA, writes, "I'm living in Buenos Aires, Argentina, and still running the 2-year-old online travel business, 123vendido.com, and doing consulting for other technology and Internet-related businesses. However, I'm dedicating more time to what is really important, to learn about life and to learn about myself, in order to live in peace and happiness, and to be able to give and do things for others, because there is no business that lets us live 'a happy life in a happy world' if others are suffering, no matter who and where they are."

Ethan Dulsky, MBA, writes, "It's been an interesting year — left the Bay Area for Evergreen, Colorado (in the mountains, just outside Denver), and then got laid off from Commerce One (two mergers later). Getting laid off was just the kick in the pants I needed to move on. I'm finally starting my real estate business, a combination of high-end residential and commercial brokerage, real estate advisory services, and real estate investment. I'll continue to do independent consulting as opportunities arise (and as time allows). Shelley and the girls are doing great, and we're loving life in the Rockies. I know it's hard to believe, but I think I've found home — no plans to move again, ever!"

Eric D. Figueroa, MBA, is a marketing manager for Wells Fargo Funds. He writes, "I am a proud father again. Zachary Alex Wydzga Figueroa was born January 20, 2001. A healthy 7lbs, 15oz and 20.5 inches long. He was an impatient MBA offspring who decided to come out in the back of our station wagon! Happily, dad did not drop him.

Dwayne Florenzie, MBA, writes from Morristown, NJ, "Those of us in the New York city area were overwhelmed with the outpouring of concern and genuine interest from the Haas community during the tragedy of September 11. The event brought Hing On Cheng, MBA 98, and me together as he was stranded in New Jersey. It was a comfort to share that time with my good friend from Haas. Hing On is now safely back in Hong Kong. Haas has also been closely linked to my professional life: Haas' International Business Development (IBD) program opened up the door for me to enter into the international telecommunications industry. At Lucent Technologies, I've put my IBD experience to work in leading pre-sales business and technical teams to win over $1B wireless infrastructure business in Australia, New Zealand, Germany, Netherlands, Belgium and most recently we won the major share of a nationwide network in China. During these projects, I've worked directly with two Haas classmates, **Andy Silvert, MBA 98,** and **John Leonard, MBA 98.** I've also been able to sponsor two outstanding Haas IBD teams who have helped us tremendously in breaking into the wireless Internet market in China."



Harrison Paul Goodman

Ben Goodman, MBA, of New York is manager of the NYNMA Angels, www.nynma.org/ angels. He was graced with the birth of Harrison Paul Goodman, 7 pounds, 10 ounces, on September 10. Due to paternity leave, he was nowhere near the World Trade Center on September 11th.

Greg Greeley, MBA, left the Bay Area and his position with Sun Microsystems in 1999 to work for Amazon.com in Seattle. Greg and wife Karen were blessed with the birth of their third daughter, Julia Christine in February 2001. Greg was named vice president and CFO of Amazon.com's International subsidiaries in September.

Ellen Grosshans, MBA, writes, "It's hard to believe, but I'm still doing brand strategy consulting with Prophet in San Francisco (my Haas summer internship). However, after nearly eight years of living in the heart of San Francisco, I'll be moving across the Bay to Berkeley to join my new fiance, Patrick. Wedding plans are not yet complete, but an extended trip through South America is in the works!"

JT Klepp, MBA, of London, England, is working for Mobile Media, trying to enable the take off of 2.5G and 3G services. He writes, "Visited the Spaniards in September, and unsurprisingly Guido was there too. Who needs countries, right Guido? Also, I hope Aixela has recovered by now."

Gina Lambright, MBA, of San Francisco, is a co-founder and vice president of client services at Quris, the integrated e-mail solutions agency for Fortune 1000 companies. She is responsible for the company's client services program including strategy, consulting, data analytics, and user experience offerings. She has more than 13 years of marketing and consulting experience from the consumer and B2B sectors. Prior to joining Quris, she served as director of channels at E-Greetings Network, where she led the company's customer acquisition and retention strategies. She also spearheaded the launch of RTE One, leading the company's market strategy. Lambright has held various marketing and advertising positions at top agencies such as Foote, Cone and Belding, and McCann-Erickson. For more information about Qurisor to reach Gina, please visit www.quris.com **Pictured with Gina are her fellow Berkeley grads and current associates at Quris (left to right) Colleen Reilly, client partner, JD/MBA from Boalt/Haas 99, and Michael Sippey, vice president of platform, MBA 98.**



Amy Luna Capelle, MBA, of Rurrenabaque, Bolivia, is still traveling with her husband after quitting her job in May 2000. They have visited parts of Europe, Asia, Australia, and New Zealand since the last alumni update and are now finding adventure in South America. They plan to be back in the US in January or February 2001.

Andy Peay, MBA, writes, "This fall Peay Vineyards (yes, it appears that case of wine will remain in my cellar) had its first commercial harvest, and 2001 will be our first vintage. It has been a very exciting process and although I can not share tales of first words and weight at birth, this child has been very rewarding. I moved back to San Francisco after farming for a little less than a year and spend my time as a brand strategy consultant by day, wine guy by night and on the weekends. Best wishes to those I haven't seen in a while."

Kevin Schwartz, MBA, and Hilary Altman were married June 17 in Ithaca, New York, and spent a wonderful three-week honeymoon in Kenya, Tanzania, and the Seychelles Islands. Kevin is still happily employed as a consultant with PRTM and is looking forward to living with his wife full time in their new home in the Oakland Hills. They will be moving in January after Hilary completes her Ph.D. work from Northwestern University.

Ravi Shankar, MBA, and Kavita Shankar had their second child, a daughter, Nisha on March 28. Nisha was born 7.5 pounds and 20 inches long. Her elder brother, Nikash (almost four) simply adores her. The family lives in Millbrae, California.

Rudolf Thun, MBA, of Gaithersburg, Maryland, writes, "My wife, Sonali, and I moved from Berkeley to the Washington, DC area this year to get closer to family. I had taken a job with Nextel Communications in Reston, Virginia, but am no longer with the company. Sonali continues to work for VolunteerMatch.org, a nonprofit based out of San Francisco. We are expecting our first child in December 2001."

1999

Dave Botkin, MBA, writes, "I just wanted to let you know that Lee Anna and I just had our second baby on Sunday November 25. The stats: Rachel Rose Botkin, born 9:50 p.m. weighing 9 lbs, 0 oz, and 21 inches long. We are all quite sleep deprived but otherwise are all doing well. Older sister Julia Isabel Botkin (37" tall, 35 lbs) is now 2 yrs and 9 months old and was born during my second year in the MBA program. In other news, I am now at eBay, which is much closer to home than Epinions was. Shorter commute = more time at home with kids and wife. :) Hope everyone is doing well. At eBay I am in the "Global Metrics Group" (part of our Finance team) doing lots of financial and marketing analysis of our customers. In case you are wondering, Epinions is still alive and well."

Derek de Petra, MBA, lives in Berkeley and works in San Francisco for Artisan Partners, a money management firm.

Debra England, MBA, has been racking up the frequent flyer miles. She recently returned from several months in London (with the occasional foray to Japan and Australia). She became a first-time auntie in February. She continues to work as an organization specialist for McKinsey & Co. She writes, "Yes, OB actually is a useful core class, and I haven't used non-linear programming once."

Matt Fry, MBA, of Stamford, Connecticut, is still working for his first employer out of business school, Starwood Hotels and Resorts, in hotel acquisitions and development. The corporate offices are in Westchester County, New York. He and his wife, Caitlin, are the proud parents of three children: Alison (almost 4), Eliza (2), and Walter (6 months).

Gina Han, MBA, of Sunnyvale, California, resigned from RocketCash LLC (a division of The Coca-Cola Company since August) effective November 29, 2001. She was there for about two years as a product manager working primarily on *www.sprite.com.* She writes, "It was time to move on. I am looking forward to the next opportunity, whatever that may be." E-mail address: *Gina_Han@alumni.haas.org*

Innes Henry, MBA, (International Exchange Student from LBS) writes, "Life is nothing but rich and interesting. I'm starting a new business with two other LBS alums dedicated to having people living the lives they want and having the careers they dream about. So many of our classmates, now two years out of Business School, are disatisfied and unfulfilled with those chosen careers. We believe we have a rich vein to tap. We help people understand what limits them, overcome those limitations, and create new, original futures for themselves that are so exciting and compelling they are inspired to start living them now. In the meantime, I am also playing the real estate market in London with success. I would love to hear from anyone in MBA 99 who is in London or traveling through. E-mail me at *innes@henry.ftech.co.uk.* Missing the fall in Berkeley!"

Jennifer (Kern) Weiss, MBA, and Jason Weiss were married July 7 on a sailboat in the San Francisco Bay. The couple lives in Millbrae, California.

Alan Knitowski, MBA, and his family have recently relocated from the Bay Area to Newport Coast, California. He is still employed at Cisco Systems after selling his first company, Vovida Networks, to Cisco in November 2000. He is a director of marketing for Cisco's packet voice group and was recently re-elected to a three-year term to the board of the International Softswitch Consortium, a global industry consortium of more than 175 companies focused on packet voice in next-generation networks.

Vivek Krishnappa, MBA, of Berkeley writes, "To further the recent rash of engagements, I proposed to fellow Haas classmate Margot Hawley (class of 2000) in the fall of 2001. We plan to be married within the coming year."

William S Kucirek (Scott), MBA, writes, "Just starting year four with zipRealty as the EVP of People and Culture. I oversee the recruiting, training, communication, and culture groups in the company. We are still growing and as of Dec 2001 had 150 Realtors working for us nationwide. I can't believe how fast time has passed and how the company has grown. On the personal side, Mirjana and I had a second daughter, Juliet (8/15/2000) who is now a walking and talking little girl. Natalie is 6 years old and is in first grade. She is a great big sister and active in her school. Mirjana has been out of the work force since Juliet was born and will be looking to start working again part-time in the psy-



Miles Service Award Winners

Dean Emeritus Raymond E. Miles (right) congratulates the 2001 Raymond E. Miles Alumni Service Award Winners Nancy McKinney, BA/BS 82, (center) immediate past president of the Haas Alumni Network, and Tom Broderick, BS 73, MBA 74, (left) chairman of the Haas Alumni Network, at the November Alumni Celebration Dinner. This annual award recognizes the outstanding service and long support of exemplary Haas School volunteers.

UP CLOSE

Alumni in the News


Bengt Baron, BS 85, MBA 88

The Associated Press reported that Bengt Baron, BS 85, MBA 88, and an Olympic gold medallist in swimming in 1980, was appointed president of The Absolut Company, a business of the Swedish company V&S Vin & Sprit AB in October 2001. Baron's responsibilities include the production, marketing, and sales of ABSOLUT, the world's third-best-selling premium spirits brand.

Charged with re-energizing the product line at General Motors, Robert A. Lutz, BS 61, vice chairman for product development has been in the press quite a bit. He was prominently featured in Time Magazine on January 14, 2002 in the article, "Vrroooom at the Top: Legendary Car Developer Bob Lutz was Hired to Give Sleepy GM Some Sex Appeal."

Dilbert creator Scott Adams, MBA 86, was quoted in the New York Times on January 4, 2002, in an article titled "By the Cubicle, The Dilberting of City Hall."

The California Alumni Association named Secretary of Transportation Norman Mineta, BS 53, alumnus of the year for 2001. Mineta appeared on the cover of the December 2001 issue of California Monthly.

Scott Kucirek, MBA 99, president and cofounder of ZipRealty, is writing a twice-monthly column, "Net Journal," for BusinessWeek Online.

Gordon Stitt, MBA 82, president & CEO of Extreme Networks, was profiled in Varbusiness, on November 26 in its special feature story, "Top 20 Visionaries."

Haas Alumnus, Paul Otellini, MBA 74, was featured in Business Week's October 15 issue in the cover story about the legacy of Intel CEO Craig Barrett. Otellini is now president and COO of Intel.

Karen Southwick, MBA 88, executive editor of Forbes ASAP, profiled fellow alumnae Diana Jovin, MBA 95, for Forbes ASAP. "CascadeWorks' Understated Leader" appeared on Forbes.com on October 10.

The Christian Science Monitor featured Punita Pandey, MBA 91, founder of netCustomer.com, on September 24, 2001 in an article titled, "The New American Dreamers."

Emmanuel Savioz, MBA 00, described the attacks of September 11, which he witnessed, to a French journal, Le Temps on September 13.

chology field in the next 12 months or so. If you are ever in town or want to catch up, please e-mail me at *scott@zipRealty.com*. I am always up for lunch at Zachary's pizza. Go Bears."

Gilbert Lo, MBA, writes, "Now that I've been in Bangkok, Thailand, for over two years, I'm beginning to feel more like a local, except for my still-atrocious Thai! After a year doing volunteer consulting for small Thai businesses (with **Mike Dennis, MBA 99,** and another year working at an Internet incubator doing venture-capital work, I was recruited by an angel investor in the UK to be the CEO of a Bangkok-based Web site design and development company that he invested in. It's been exciting, fun, and busy these last three months, and I've enjoyed myself tremendously and am learning a lot. It looks like I will be in Bangkok a bit longer! I've had a number of Haas visitors to Bangkok, with whom I always enjoy catching up. If you find yourself in the area, please look me up so we can get together!"

John Millar, MBA, of San Francisco writes, "I am continuing to expand my consulting practice, J.G. Millar & Associates, with the help of **Kim Niquette, MBA 99.** In addition to the business strategy and management consulting services we have been providing to mid-market companies, we recently added an investor devices practice to better meet the needs of the investment community. This practice provides investment consultation to private equity investors and includes services such as due diligence, company valuations, and deal structuring. By leveraging our network of private investment groups, we also announced the preliminary details of our online investment service that will help investors work with their early-stage companies. More information is available at *http://www.jgmillar.com*."

Gonzalo Miranda, MBA, was recently appointed as managing director for Endeavor Chile in Santiago, and welcomed the birth of a second child, Catalina Paz, Aug. 5.

Sonnia Park-Dionisio (Sonnia C. Park), MBA, writes, "Peter and I had a baby girl on June 23, 2001. We named her Katrina Me-Aie Dionisio. We are still in London, where I'm doing business development in the wireless space focusing on the mobile applications area."

Steven Peletz, BS 83, MBA, is working at Sun Microsystems Inc. in charge of business planning and operations for Sun ONE (Open Net Environment), Sun's software platform for delivering services on demand. He lives in San Francisco.

Chris Quinn, MBA, writes, "Jane and I are still living in the great condo on the beach in San Diego (actually Del Mar) right next to Torrey Pines State Beach. We go hiking and running on the trails at this beach pretty much every weekend. If anyone comes down to San Diego, you have to go hiking at Torrey Pines. The beach and cliffs are awesome. The only view that compares is the view from Grizzly Peak. Jane and I are doing well. I can't believe it, but both of us have really gotten into running. We've run a bunch of 5K and 10K races in San Diego. It gives me a chance to work off all the Mexican food that I eat. I'm still working at Intuit and totally loving it. TurboTax for the Web has been tremendously successful, and this year should be even better.


Chris Quinn

A couple of weeks ago, I went back to New York to tell the press about all the great things we are doing this year in the product. While I was there I got to go to game three of the World Series at Yankee Stadium. The atmosphere at the game was fantastic. It was great to see everyone in New York cheering and having a good time. My only complaint: It was cold. Baseball was not meant to be played in the cold, damp weather (unless you live in San Francisco). After moving back to San Diego, I've become a weather wimp again!"

Nancy Riess, MBA, writes, "Adam and I are settled into Baltimore living, and though it doesn't compare to the Bay Area, we are enjoying our new home and our charming neighborhood. I am working as a product marketing manager at TeleCommunication Systems in Annapolis, Maryland. Adam continues to enjoy his work on the Hubble Space Telescope. I enjoy seeing other local Haas alums, including **Bill Muras** and **Nilmini Gunaratne,** though I don't seen them often enough! Adam and I traveled back to the Bay Area in August and had a great time visiting Haas friends and favorite places. Finally, I am doing what I can to ensure that Haas continues to recruit and attract highly qualified students. I am happy to represent the admissions committee here in the DC area by attending recruiting events and speaking with prospective students. If you are in the Washington, DC, metro area, we would love to hear from you!"

Ron Rossetti, MBA, of Boston recently got engaged to Elizabeth Kelly. The wedding will be next June in Vermont. He also founded with two other partners a new boutique investment bank called BlueLake Partners. The bank is focused on the enterprise software, semiconductor, and enterprise storage networking sectors.

Carmen Schwagerl, MBA, is maintaining a career in supply chain software, having spent three years at Neoforma, a solutions provider for Internet marketplaces. So far, she has defined overall product strategy for the company, defined several products along that vision, and created implementation strategies to introduce new products to the market. She and her fiance, David, are planning to wed in Palo Alto next year. She lives in Mountain View, California.

Allen Schoonmaker, MBA, is in his second year as a product manager at Cisco Systems. He was recently selected to work on Cisco's highest revenue product line, the Catalyst Switch, managing security features. Outside of work, he stays healthy running and participating in Bay Area foot races. He lives in Mountain View.

Tanya (Shaw) Steinhofer, MBA, relocated to Mill Valley from New York in January 2001 with husband and two cats in tow. She is now working at Ken Rosen's REIT-dedicated asset management firm in Berkeley as a research analyst, where she is surrounded by Cal Bears.

Susannah (Shellnut) Carrier, MBA, is living in London and working at Credit Suisse First Boston in the Technology Group.

Hideo Shibuya, MBA, of Tokyo joined Crosswave Communications, a data communications venture, in September 2001 and is enjoying work as the corporate planning manager.

Harish Sunderam, MBA, writes, "Soumya and Harish Sunderam are proud to announce the birth of their first child. They have named the baby boy Rithvik, which means 'learned scholar' in Sanskrit. Rithvik Harish Agastya was born on 10/21/2001 at 12:21 p.m., so besides other things, Rithvik has the unique distinction of being a ternary (base 3) baby. [Only 0,1 & 2 in his birth date and time.]

Terry Tullis, MBA, writes, "My wife and I have just moved in to a new home in Aliso Viejo (Orange County) and would love to catch up in person with Haas alums down here in Southern California and catch up with anyone else via e-mail (*tullis@alumni.haas.org*)! I am working as a management consultant with IBM's global services strategy and change group. Hope all is well with everyone."

Marjan Voit, MBA, writes, "Amazing year! Kit and I got married and our son Luke was born. Work-wise, I'm still with McKinsey in New York. All the best."

Heiko Ziehms, MBA, moved from Chicago to London last year. He and Alba Lucia were married in the spring.

2000

Diane Bisgeier, MBA, of San Francisco is rolling into a full-time position at Charles Schwab's online division after completing 15 months in Schwab's Management Associate Program. The program had Diane rotating in various roles at Schwab.com for five three-month periods. Diane was joined in the program by fellow MBA 2000 classmates **Lynn Marie Auzenne, Aida Soto,** and **Jeanne Washington.**

Michael King, MBA, writes, "On October 2, my wife, Dawn, and I had our first child, Owen Michael King. Owen is doing great and constantly hungry! I am a manager in the IT strategy practice at Accenture (also home to Marshall Wells, evMBA 1994), and living in Novato in Marin County.


Michael King and Family

Kammy Lo, MBA, writes, "My husband, Kowsik, and I are thoroughly enjoying parenthood of our first baby, 5-month-old Niles Kowsik Lo. Niles was born on May 29, soon after my MBA graduation commencement. He is growing so fast. Rolling over and babbling are two of his favorite games now. I am working part time in business development at Verity, a software firm in Sunnyvale. I enjoy my new job very much. Keep in touch!"


Kammy Lo and Family

Paulo Mannheimer, attended 00, writes, "My wife, Elida, and Laila, our five-month-old daughter, are just fine, and Isabel, her proud sister, is enjoying it a lot, and being very helpful. I left the MBA to pursue my Internet startup - Elefante.com, the leading Latin American online personal information manager.

2001

Tanir Ami, MBA, writes, "I just started working for Blue Shield of California out of the San Francisco office. I am the first participant of a Management Development Program intented to give me a strong understanding of how the company and the industry work. I am enjoying ita lot so far, the exposure to so many aspects of the job is wonderful. The only hard part is that I have to leave my two kids, Liora (16 months) and my newest baby Lev (4 months) at home all day."

Joseph Alioto, MBA, of San Francisco writes, "Mr. Alioto has launched a fabulous new career as an unemployment line attendee. He has been given substantial early management responsibilities, including keeping cutters from line-jumping. His break-dancing routines keep the patrons in high spirits, and all signs point to his very rapid advancement within the line. While waiting in line, Mr. Alioto studied for and took the California Bar Exam — an experience he found repulsive, but strangely entertaining. He is not bitter at all that all his friends went on graduation trips while he studied in the library for !^$*%@# 13 hours a day over the summer. Not a bit. Mr. Alioto has a new niece, Magdalena, and a new nephew, Nicolo. 'They're hilarious,' he writes."

Leslie Davis, MBA, writes, "I recently moved to New York to work for the Nasdaq Stock Market. Living in the Village and love it. Haas classmates come through frequently. Keep it up!"

Raj Manghani, MBA, writes, "My wife, Ruja, and I are expecting our first child this April. We are excited about our new addition to the Haas community. I also started at Barra this July as a product manager and am enjoying life after B-school, but every now and then really miss being at Haas."



Hugues de Meulemeester, MBA, of Oakland writes, "We are so happy! Louis and Zoé are very excited and proud to tell everybody that their little brother, Simon, was born on October 24 in Berkeley."

Heidi Gilman, MBA, of San Francisco writes, "At the end of August I started working at LeapFrog to enact the business plan I developed this spring as part of the Social Venture competition. Great to be a real social entrepreneur in a for-profit 'toy' company focused on technology in education, specifically adult literacy. Just sat in on a meeting with Michael Milken, who is one of the Knowledge Universe founders, the primary LeapFrog investor — very exciting stuff."

Carlos Soublette, MBA, of Santiago, Chile, is CEO for the Chilean operations of PSINet Inc. He writes, "After PSINet's chapter 11, with a group of investors, we bought the Chilean business and renamed it NETGlobalis (www.netglobalis.net)."

Kathryn Stambaugh, MBA/MPH, writes, "My husband and I are delighted to announce the arrival of our first child, Peter Stambaugh Mazzotta, who was born on October 24th!"

Andrew Younger, Exchange Student, writes, "After returing to London Business School following my fantastic time on exchange at the Haas School in the fall of 2000, I spent a few months at home in Edinburgh and am now working for Accenture in London. Thanks to all in Berkeley for a wonderful semester, and look me up if you're in town."

Ph.D.

1971

Douglas MacLachlan, Ph.D., is on sabbatical this year from the University of Washington, staying at Koc University in Istanbul, Turkey. He is enjoying the great food, wonderful sights, and friendly people. He taught a second-year MBA class during spring semester and recently hosted Cal MBA colleague, Sid Chernenkoff, MBA 65, who popped over from his USAID consulting project in Bucharest, Romania. He writes, "Natalie, Skipper (our terrier), and I are enjoying Turkey very much!"

Serge Matulich, Ph.D., writes, "After more than 30 years teaching accounting, I will retire at the end of the 2000-2001 academic year. The first two years of my retirement, however, will involve administering a two-year Fulbright grant with which I shall host faculty and students visiting from Croatia and will take MBA students to Croatia for two weeks each year to work on consulting projects. Past teaching included Cal State at Hayward, Indiana University, Texas Christian University, and Rollins College, plus visiting positions at University of North Texas, UC Berkeley, and a Fulbright Fellowship at University of Rijeka at Pula, Croatia." He and his wife, Margarete, live in Orlando, Florida.

1984

André Gascon, Ph.D., is the father of four children: Alexandre (12), Louis-Philippe (10), Virginie (8), and Léo (1). He is director of the MBA Program at Université Laval in Quebec City, Quebec, Canada.

Executive Development

1993

Scott Irby, Executive Development, has spent the past six years launching two business ventures. He started with a wine export company that now represents more than 15 brands in more than 20 countries. His attention is now also focused on building an Internet partnership initiated three years ago, essentially a portal to hundreds of B2C amd B2B sites. He writes, "It has been blessed this past year with tremendous growth, even during these challenging times for dot-coms." In the planning stages is a nonprofit foster-care facility to serve other disadvantaged and disabled youth. Scott and his two children live in the country north of Pleasanton, California.

1999

Naoto Takano, Executive Development is the CFO of Teijin Ltd. in Osaka, Japan.

2000

Thomas Lerner, Executive Development, of Frankfurt, Germany, co-authored a book, "Mobile Business: Markets, Technology, Business Models." Several of his articles have also been published recently, including "Mobile Times for Banks" in Die Bank, March 2000; "Mobile Banking the breakthrough of Mobile Business" in Banken und Sparkassen, April 2000; and "UMTS — The race has just started" in FAZ-Frankfurter Allgemeine Zeitung, Nov. 8, 2000. He was also a conference speaker at PATTIS 2000 in Frankfurt, and was part of a panel discussion at the European Banking and Technology Fair.

Eduardo Ergas, Executive Development, of Los Altos, California, is an angel investor in the high-tech community of Palo Alto. He is originally from Chile and is past president of Endeavor, a nonprofit in Chile that brings entrepreneurship into developing countries. He is now working to form another nonprofit that would provide a marketplace in Chile for innovative ideas and contacts with angel investors. He is also on the board of advisors of the Haas School's Lester Center for Entrepeneurship. He would like to be in touch with anyone who travels to Chile or has business there.

2001

Elliott Lowen, Executive Development, of Walnut Creek, California, writes, "I am blessed with a wonderful wife and three independent and defiant teenagers. I spend most of my free time thinking of exciting bicycle trips around Northern California. In addition to observing the wear and tear on my home, I try to be socially responsible and active in Habitat For Humanity and Day of Remembrance. I'm always interested in hearing from colleagues and distant friends — lowen@wellsfargo. com. I continue to work at Wells Fargo, in the strategic investment group."

Roland Schneider, Executive Development, is married and has two children. He lives in Hedingen, Switzerland.

Brad Williams, Executive Development, of Melbourne, Australia, is cofounder and director of Sky Technologies, a wireless and e-business solutions provider for SAP R/3 customers. Sky Technologies has offices in Australia and Singapore and has a customer base spanning Southeast Asia and the US.

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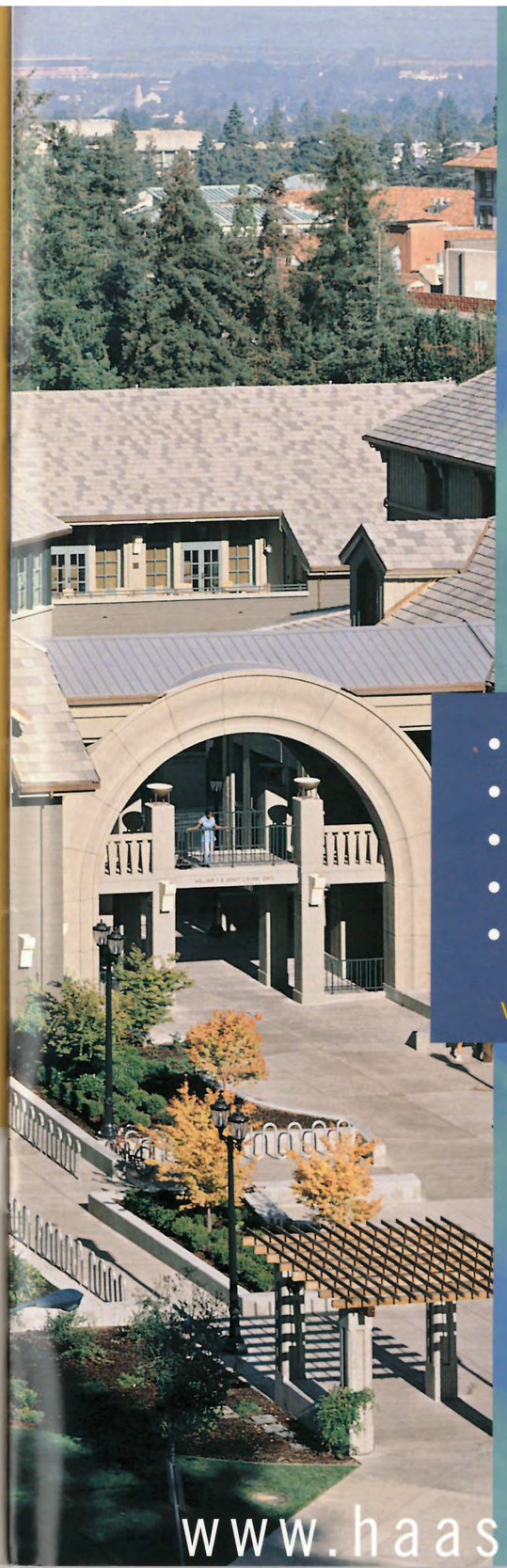
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Brent Woodall, BS 93, Perishes in World Trade Center Attack



Brent Woodall, BS 93, grew up in La Jolla, California, but wound up in the world's financial capital, New York. He was a stock trader for a large firm based in the World Trade Center, with an office on the 89th floor. Woodall, 31, was one of the thousands of victims of the September 11 attacks.

The middle of three children, Woodall was a natural athlete, starting with soccer at age six. He excelled in three sports at La Jolla High — football, basketball, and baseball. Maintaining a 4.0 grade-point average, he was studious and good- natured, his friends say. At UC Berkeley, where he majored in business, Woodall played football and baseball. He was drafted by the Chicago Cubs and spent two years pitching for their farm teams after graduation.

Sidelined by an injury, Woodall became a stock trader in 1995, joining the New York-based firm of Keefe, Bruyette & Woods. Thirteen months ago, he married his wife, Tracy, who teaches autistic children. She is pregnant with the couple's first child.

Woodall called his parents in La Jolla early Sept. 11, after a plane had struck the adjacent tower, to tell them he was OK. About 20 minutes later, he left a brief message saying his building had been hit and he was going to "get the hell out" of there. Those were the last words of his they heard.

Woodall is survived by his wife, Tracy Woodall of New York; his parents, John and Mary Woodall of La Jolla; a brother and sister- in-law, Craig and Renee Woodall of Fort Collins, Colorado; a sister and brother-in-law, Erin and George Konstantinow of San Fernando; and a niece, Jordan.

There are two options for donations in Brent Woodall's name:

The Brent Woodall Scholarship Foundation
P.O. Box 8730
La Jolla CA, 92037-8730.

This will be used to offset college expenses for Mr. and Mrs. Woodall's unborn child and provide college funds for a San Diego-area student athlete.

The Brent Woodall Memorial Scholarship Fund,
University of California at Berkeley
Bear Backer Office
2223 Fulton St., Third Floor
Berkeley CA, 94720-4424.

This will go to an endowed fund at the university for a football scholarship in Woodall's memory.

Howard Karr, BA 60 Passes Away



Howard Karr, BA 60, passed away peacefully at age 63 with his family by his side on December 2, 2001. A UC Berkeley Yell Leader and member of Sigma Chi Fraternity, Howard was an active volunteer and donor to UC Berkeley. He was the former president of the Cal Business Alumni, a board member of the Haas School Advisory Board, and a trustee of the UC Berkeley Foundation. He was a sixth generation native of Northern California and was an active community leader, serving as a member of the San Mateo Rotary; AYSO commissioner and coach; and president of Big Brothers. A devoted husband and father, he is survived by his wife of 35 years, Louise Cahn Karr; daughters Cynthia Karr Kendall and Elizabeth Karr Pola; brothers Bob Karr and Rick Karr; grandson Nathaniel Lewis Pola, and sons-in-law Christopher Kendall and Michael Pola. Howard was a pioneer in the field of financial executive recruiting and founder of Karr & Associates, Inc., a retained executive search firm. His daughters, Cynthia and Liz, worked with their father in the business and will continue the business and his legacy. In lieu of flowers, Howard's family has created a memorial fund in his honor at the Haas School of Business. Donations can be made by contacting Larry Lollar, assistant dean for Development & Alumni Relations, at 510.642.3182.

IN MEMORIAM

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Stephen J. Pearl, BS 73
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Beverly Carvell-Somers, MBA 83
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