The Berkeley-Columbia Executive MBA program offers the corporate leaders of tomorrow fresh insight into the global, financial, technological and entrepreneurial changes transforming the business world. It blends the strengths of the Haas School of Business and Columbia Business School.

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- Classes meet Thursday through Saturday – about every three weeks.
- Five class sessions 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.
- Classes begin in June 2002 and finish in December 2003.

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“Staying involved and connected with the Haas School is vital to keeping the school and the community strong.”

My tenth reunion year — a significant milestone for me — has caused me to reflect on the importance of giving back to the Haas community.

In the ten years since I graduated, the Haas community has enriched my networks, both professionally and socially. I’m happy to contribute to this community that has given me so much.

Every unrestricted gift to the Annual Fund helps support the Haas School. As alumni participation has grown over the years, the Annual Fund has grown to support vital program improvements at Haas. Gifts to the Annual Fund provide seed funding for new ventures and enhanced services to students and alumni.

Please join me in supporting excellence and innovation at Haas by making your Annual Fund gift today.

Hannah Sullivan, MBA ’92
Member, Haas Development Council
Class Gift Chair, MBA ’92 Reunion Committee

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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 Utiefrey
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 program provides EMBA students with the distinctive strengths of the two schools: Wall Street and Silicon Valley. The program offers a broad, general management curriculum 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 use 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 the UC Berkeley, participants will benefit from a lifetime membership in the global professional networks of both schools that includes over 90,000 alumni.

The EMBA 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.

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 MBA by taking classes on Saturdays, and about half of the classes 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 class and convenience to the hundreds of men and women who apply to the program each year,” said Jody Cohen, assistant dean for recruitment. “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.”

The Berkeley MBA Program Fact Sheet
- 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 meet Thursday through Saturday—a total of three weekends.
- Classes will be held in New York City or Orange County.
- The program begins in January 2002.
- To learn more about the Berkeley-Columbia EMBA program, go to www.berkeley-columbia.edu.

Haas Social Venture Competition Morphs into New National Partnership with Goldman Funding
When a small group of MBA students launched the first social venture competition in fall of 1999, it seemed unlikely to succeed, let alone become a nationwide endeavor. Two years later, the National Social Venture Competition attracted 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 underwrite 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 H. John Heinz Center for Entrepreneurship and Innovation will host the 2002—2003 national competition finals at UC Berkeley on April 5, 2002.

Rudy Peterson, BSc, Honored at Annual Lecture
David Vogel (below right), the George Q. and Dorothy B. Cullom Distinguished Professor of Business Ethics, presented Rudy Peterson (below left), BSc 95, with a plaque recognizing Peterson’s commitment to teaching business ethics and support of the Haas School at the fourth annual Peterson Ethics Lecture in October. William Dryden (top right), founder of Ahasa, an organization that supports social entrepreneurship, lectured on the importance of encouraging entrepreneur in social endeavors.
Career Center and Alumni Work Together to Place New Grads

Despite a changing economy, 87% of the MBA Class of 2001 found employment within 5 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 $45,000 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 510-642-0424.

Orpheus Chamber Orchestra Teaches MBA Students about Shared Leadership

The Grammy Award-winning Orpheus Chamber Orchestra – the only chamber orchestra in the world that performs, 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. 65 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 Louis D’Andrea Tysor; Harvey Seltzer, executive director of the Orpheus Chamber Orchestra and author of Leadership Ensemble: Haas Lecturer Terry Pearce; David Pottitzer, co-CEO of Charles Schwab; and John McGeehan, chief administrative officer of Morgan Stanley Japan Limited.

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., tempo, 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 strategy 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 Heads Haas Development

L. 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 $400 million in foundation and corporate giving as part of Stanford's $3.1 billion campaign.

"I hope to build on the successes of the Haas program," says Lollar. "There is so much to do. It’s 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."

ON CAMPUS

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.

Director Brings Admissions Expertise to Exec. MBA

ON CAMPUS

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 1998.

Berkeley's Akeroft Wins Nobel Prize in Economics

George A. Akeroft, 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. Akeroft is married to Janet L. Yellen, the Eugene and Catherine M. Trevethan 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." Akeroft and Yellen have worked together on numerous research projects including research that refuted prevailing wisdom about how the economy functions.

Akeroft is the author of a landmark study on the role of asymmetric information in the market for "lesson" 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.

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

Akeroft, 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 professors Daniel McFadden (2000) and last Haas Professor Harald Haranyi (1994).

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 the valuable service he provided to the school's programs over the years.

Bucklin, who was feted at a hush-hush 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 Halvorsen.

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 industries and their market impact.

Research: Director of Accounting Center

Veit Appointed Director of Accounting Center

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 Budgeting and Financial Planning. He earned his BS in business administration in 1970 from Colorado State University and an MBA and MIA in 1989 from Alaska Pacific University. He is a Certified Public Accountant.

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 operations 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.

Veit Appointed Director of Accounting Center

ON CAMPUS

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ON CAMPUS

Marketer to Head Part-Time Admissions

Women in Leadership 2001: Explore, Inspire, Excel

The annual WIL conference is the longest-running student-run conference at Haas. It aims at attracting more than 600 participants including current MBA and undergraduate students, alumni, and career women and men from the greater Bay Area. Dana DeGraaff, BS '87, joined Haas as the director of admissions for the Evening & Weekend MBA.
Four Top Scholars in Finance and Manufacturing Join Haas Faculty

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

Henderson 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.

Henderson 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 market behavior, I don’t think we will see 24-hour trading anytime soon,” says Henderson.

As a sideline to this work, Henderson collaborates with his father, Patrik, who is a professor of property economics and finance at the University of Aberdeen in Scotland, and his brother, Michael, 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 (nulls in particular),” says Henderson.

Henderson earned his bachelor’s degrees 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 Comerence 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 at Haas after receiving his Ph.D. from Princeton University where he was a visiting lecturer and served as a lecturer in full 2000.

His research interests include how businesses are financed and how this affects decision making. “In my 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 B.A is from Swarthmore College in economics and political science. Prior to pursuing his doctoral degree, he was a senior consultant in the Barenz 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 his work on investor behavior 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 (ECE).

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

Yano has been with BOR 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 the AIE Transactions on Scheduling and Logistics and the Journal of Manufacturing and Service Operations Management.

Minors Benefit from Buying Vehicles on Internet, Marketing Study Shows

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

The title, "Consumer Information and Price Discrimination," used car purchase data provided by J.D. Power and Internet usage data by AutoByTel.com. These results suggest that minority buyers pay about two percent more than white consumers (or about $50 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, sociological research shows, mean minorities are not as successful in negotiating lower prices. In addition, another study by Manning and Winston (2001) 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.’

Summary:

Henderson 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.

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New Faculty Books

The Microstructure

John M. Griliches, professor in the Real Estate Group, Steven Bagent, and Eugene Nadel
Public Policy Institute of California 2001 $12.00

Telecommunications Law and Policy

By Stuart M. Beigun, Douglas G. Lichtman, and Howard A. Shelenski, Intellectual property
World Scientific Publishers 2002 $45.00

Essays in Technology Management and Policy

By David Teves, professor of business and finance
The Century Foundation Press 1993 $13.95
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 those brands that relieve customer stress. That means simplifying customer’s lives or businesses in ways that are dramatically 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 hero! 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 anonomically call The Four Ws: Replace, Repackage, Reposition, and Rebrand.

Replace

REPLACE IS DEVELOPING and positioning products as replacements for either for multiple products, or for more complex products or processes. To reduce customer stress, Replace may be as basic as replacing a mundane 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 Pantene in 1967, shampoo and hair conditioner were two separate packages, 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 product departments, there is a monumental success of package replacement, or salad kits containing fresh, pre-washed, 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 snapped up 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 as by 2005 as stress continues to mount.

Repackage

REPACKAGING IS BUNDLING together a number of products or services that were previously only available from multiple sources (as separate or as separate packages from the same source), offering integrated solutions with a single point of contact for the customer. In some cases, Repackage 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 Yehuda, used Repackaging strategies to build significant brand loyalty by aggregating information on the Web, Bloomberg L.P. built a highly successful digital-brokers 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 comprehensive worldwide security 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 hot-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 beyond the professional market into television, radio, and the Internet.

An example of effective Repackaging by value-added integration of complementary services is UBS 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 discrete package with a single coordinative point of contact for each customer. Repackaging all these services as Art Banking created an extremely appealing hook for customers who are dealing with wealth management needs and love of art interest but had formerly been dealt with separately through multiple sets of advisors.

Repositioning

REPOSITIONING IN SIMPLICITY MARKETING context, is directly positioning a brand on the promise of simplicity, or rebranding a brand to reduce the number of brand relationships that a customer requires over time.

Many 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." creepily distills into a relevant, credible, and differentiated brand position the Honda Motors reputation for straightforward dependability and user-friendly automotive design. Likewise, Hewlett-Packard's cyanoprinted Simplicity Marketing in a complex business technology category—large-scale computer storage—with the promise of "Simplicity. Guaranteed." Then, in 2000, Concert (the joint venture of British Telecom and AT&T) launched its "Simplicity" brand campaign with the tag line promoting "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 saw 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 MaxMara suits from high-end fashion designer Giorgio Armano) or finding ways that products already used by the customer can satisfy additional related or unrelated needs (Tums mixed with 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.

Rebranding

REBRANDING IS A READYLY available complement to the existing customer base at acceptable price points, resulting in the customer only having to make one 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 foresight or analysis other than having noticed the supply at home is nearing low. As with other leading brands that enjoy extreme brand loyalty in staple categories, Procter & Gamble’s job as a Replenisher is to convince a 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 partly on brand strategy as a principal of bee Group, Inc. Sealey is an adjunct professor of marketing and teaches marketing at the Pratt School of Business. He also serves as a consultant for The Center for Marketing and Technology. Sealey's co-author is simplifying, customer-centric Marketing. Marketing, 1st in its third edition and translated into five languages.

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 Haas.

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 (Darla) Chet, Dick (Richard) Holbrooks, Roy 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 goals 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 prominent 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 had 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 Oinertsen Dean) Ben Hermelin 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 undermine the excellence of our existing programs and services. In the process, we have come up with some new academic programs, one of which has been launched and two others will begin in 2002.

For example, last spring the school successfully launched the Master’s in Financial Engineering (MFE) Program, a one-year program with market-rate tuition. Initially, 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 the meantime other schools launched similar programs. When I became dean, we worked hard to get the program approved, with the thought 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 commute 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 programs 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 Shugan has led efforts over many years to begin an Executive MBA program at Haas to serve this market. Given the worldwide history of executive MBA programs 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 who was already skilled in operating successful Executive MBA programs, and one that is complementary in a number of ways, including geography. The program is being launched in the fall, and will enroll its first class in June. And just like the MFE Program and the Weekend Program, the objective in launching the EMBA
program is to achieve both revenue and reputation enhancement.

Are there other accomplishments that you would like to add?

When I became dean, I was surprised that the school's non-degree executive education programs—such as custom programs and two- or three-day courses—were small and losing money. I contrasted this with our master's and doctoral programs, which generate large amounts of revenue. One of the first things we did was to put in place outstanding leadership to turn around our falling enrollments. 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. We have been successful in attracting people who are intelligent, energetic, and committed. The staff is committed to the students, committed to the quality of the academic programs, and committed to the university, and committed to continuously improving our 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 at 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 also an accomplishment that 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. Unfortunately, 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 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 rankings. 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 faculty quality, or service quality—how many staff members do you have in the career center and such—the two are almost the same. 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're trying to learn as much as we can. We can't differentiate between 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 from 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 initiated as a result of student involvement in 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 is run jointly with the engineering school, so 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; MBA students that came up with the idea of developing it, their competition, has been both for for-fee and not for-fee and has been a major success story in terms of giving back to the community and making the community more self-supporting.

Any regrets?

My biggest regret is that I didn't find an individual donor that would be willing to give the school $50 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 Stanford and Wharton. But this kind of fund-raising takes a lot of time; there is much more work to be done.

What do you think you would have given you success?

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. The 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 we're staying, I would devote much more of my time to development. 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. These, 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. 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 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 occurred.

The reasons for my departure are personal; I was offered the possibility of fulfilling a lifelong 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, is a professor of government and I was offered the opportunity to be near his work.

Hermelin's recent research has focused on telecon pricing with Kritik. This fall he will co-teach a PhD course in the economics department called "Mechanism Design and Agency Theory." Hermelin 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 co-edits the Berkeley Electronic Journal in Economic Analysis & Policy. Hermelin says he is grateful to all the people who have helped him through his career.
announced the news to the city fathers. He told them that LSCCO 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 remembered saying to Blackstone's leadership.

"But we were interested in operating better," said Blackstone. The Blackstone city leaders tried to negotiate several compromises, such as a separate wall between white and black, or at least a separate line down the plant floor. They tried to insist on segregated bathrooms and drinking fountains. But LSCCO held firm. After LSCCO integrated its second southern plant in Wampus, Virginia, the company became standard policy for the company-before the Civil Rights legislation in 1964.

Peter Haas's 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.

Peter Haas was active in several causes, including Mount Zion Hospital in San Francisco and the Jewish Welfare Federation. His philanthropic career grew rapidly in 1959, when he became the first of the city's Jewish philan- tropists. The campaign raised over $16 million under Haas's 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 Abeles de Toscano 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 capital campaign that named the Haas School, he served as a trustee of the UC Berkeley Foundation and chaired the university's New Century Campaign, raising $248 million of the $1.1 billion total for the Berkeley campus. He and his wife, Marion, also contributed a $30 million gift to the chancellor's discretionary use. In 1995, the UC Berkeley Alumni Association of Students celebrated the Alumnus of the Year, an honor he shares with his father and his brother.
Innovative Job Share Arrangement Launched for Alumni Office

N ot just one, but two co-directed Alumni Relations will be at the helm of the Haas Alumni Network starting in 2002. Tammy 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. Tammy is expecting her second child this spring.

Tammy’s new job partner is Marcy Poraus-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 small industry, spending the last five of those years as a buyer at the Hotel Everything division of Williams-Sonoma. As a buyer, Marcy analyzed the market, competed, and customers and directed domestic and international product development efforts. Along with her responsibilities, Marcy holds a BA in International Relations from Brown University.

“Tammy 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 symposium. Marc 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 activities. Marc will manage the Alumni Relations office while Tammy is on maternity leave this spring/summer. Beginning in the fall of 2002 both Tammy 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 Tammy. “I’ve 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!”

Dean Witter Foundation Increases Support

The Dean Witter Foundation of San Francisco has given the Haas School of Business a $150,000 grant to develop new initiatives and programs and provide continued support to the Finance Program.

The grant allocates $130,000 to the Dean’s Discretionary Fund for the development of new initiatives and programs at Haas School. Haas School officials plan to use the remaining $50,000 of this year’s grant to create a new Dean Witter Foundation Fellowship program to provide fellowship support for new Ph.D. student in the Finance program.

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 leaders at Berkeley.

“Dean Witter was a founding sponsor of the Master’s in Financial Engineering program and the funds that Miller and other friends of the school continue to donate, Haas is able to supplement summer salaries, retain key faculty, and improve opportunities to outstanding new faculty members,” said Miller. “The Haas School’s School forward was enhanced by George Miller’s leadership in the ‘‘Bridge the Gap’ Fund’.”

“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 totaling over $1 million for faculty support, fellowships, and programs.”

Miller Gives Gift to “Bridge the Gap” Fund

Each year, the Haas School of Business broadly provides more than $5 million, some of the most significant research in their fields, of the Haas School of Business, and Haas School of Business alumni and friends have joined forces to compete from other academic institutions and from industry for our rising stars of academia.

Fortunately, loyal supporters of the Haas School, 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 of our priority and most challenging priorities for the school. But the financial support will allow the next generation of Haas School of Business students, with a little that a dollar gives to Haas, reality matters,” said Miller.

“Every gift, no matter how big or small, really makes a difference.”

In a special effort this year, Stephen Denis, BS 87, MBA 89, chair of the Haas Development Council, is working with volunteers from the graduating classes of 1997 to 2001 to maintain the competitiveness of the school and help us attract the best and the brightest students. The annual Fund also supports the activities of the Haas Alumni Network and provides programs to our students around the country and around the world enabling them to recognize their degree from Haas, particularly through reunion programs, events, and communications.

Chapter of the Year – East Bay

Monthly Haas Social Connection events, a homeowner workshop, a family event, Christmas in April, and behind-the-scenes tour of Oakland’s Paramount Theatre are some of the events that helped the East Bay Chapter of the Haas Alumni Network win the Chapter of the Year Award. The chapter’s bi-monthly meetings, fiscal responsibility, and strong communications and coordination with the Haas Alumni Network did the job in the announcement of this year’s winner.

Additionally, the Haas Alumni Network in the East Bay is proud to have a large Martini and die broke. So far so good.

Alumni Celebrate at Reunions and Homecoming 2002

Alumni gather on campus for the Reunions and Homecoming weekend last fall to celebrate and reconnect.

Above: Jack Cotter, BS 55, son of Foster, BS 55, and Dick Cotter, BS 55, return to Haas for the first time since graduation.

The Annual Fund – Ensuring Excellence

Following a record-setting year of $9.5 million in the fiscal year ending June 30, 2003, this year’s Annual Fund goal to expand the number of donors and increase the percent participation at every giving level to meet our goal of $9.5 million.

The Annual Fund provides key support to 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 its own 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 recruiting competitive talent, "Haas has gotten as good at doing a lot with a little that a dollar gives to Haas reality matters," said Miller.

"Every gift, no matter how big or small, really makes a difference."
Alumni Notes

1961
b, A.S., retired after 30 years as a sales engineer for several major ceramic Tile Firms. He is in his final year as a member of the company. His father was the president of the company for many years.

1964
b, 11th class, a member of the senior class at the University of Michigan, has completed his sophomore year. He is planning to major in economics and politics.

1965
b, 12th class, has completed his senior year at the University of California, Berkeley. He has been an active member of the fraternity and is planning to major in business administration.

1968
b, 13th class, has completed his senior year at Harvard University. He is planning to major in business administration.

1969
b, 14th class, has completed his senior year at Stanford University. He is planning to major in engineering.

1970
b, 15th class, has completed his senior year at the University of California, Los Angeles. He is planning to major in business administration.

1979
b, 16th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1980
b, 17th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1981
b, 18th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1982
b, 19th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1983
b, 20th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1984
b, 21st class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1985
b, 22nd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1986
b, 23rd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1987
b, 24th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1988
b, 25th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1989
b, 26th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1990
b, 27th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1991
b, 28th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1992
b, 29th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1993
b, 30th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1994
b, 31st class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1995
b, 32nd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1996
b, 33rd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1997
b, 34th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1998
b, 35th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

1999
b, 36th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2000
b, 37th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2001
b, 38th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2002
b, 39th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2003
b, 40th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2004
b, 41st class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2005
b, 42nd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2006
b, 43rd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2007
b, 44th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2008
b, 45th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2009
b, 46th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2010
b, 47th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2011
b, 48th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2012
b, 49th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2013
b, 50th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2014
b, 51st class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2015
b, 52nd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2016
b, 53rd class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2017
b, 54th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2018
b, 55th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2019
b, 56th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2020
b, 57th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2021
b, 58th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.

2022
b, 59th class, has completed his senior year at the University of California, Berkeley. He is planning to major in business administration.
1997
Ma Bell, Buffalo, N.Y.

1998
Phil Baker, MBA, is listed in Who's Who in America.

1999
M. Baker, MBA, is listed in Who's Who in New York.

2000
Gerald Myers, MD, is listed in The World Almanac, 1998.

2001
Knut Sather, MD, is listed in Who’s Who in America.

2002

2003
Honley, C.A., is listed in Who’s Who in America.

2004
Handel, M.A., is listed in Who’s Who in America.

2005
Caro Goldberg, MBA, of World, is listed in Who’s Who in America. John, the executive assistant at Berkeley Business School, has a very good reference with Great China, Singapore, and the United States. Catel, UT, is listed in Who’s Who in America. He is good for working in Accsent, Medpal. He has 9 years of experience and 7 years of experience on projects in South America.

1999
Jennifer (Rose) Thurston, MS, is listed in Who’s Who in America, 1998.

2000

2001
Kimai Li, MBA, is listed in Who’s Who in America.

2002
Christopher Whaley, MS, is listed in Who’s Who in America, 1996.

2003
Milo Theodosiou, MD, is listed in Who’s Who in America.

2004
Karen G. Gitto, MS, is listed in Who’s Who in America.

2005
Jan T. Boren, MD, is listed in Who’s Who in America.
**UP CLOSE**

**Mitchel Hard, MBA 99**

Building a Company, One Dinner at a Time

Mitchel Hard chatted the internet marketing firm GSI Commerce, specializing in e-commerce customers: "For years, the company's founders and I have been trying to develop a company that would attract a wide range of customers, including those who are familiar with online shopping."

The strategy worked. One Cal alums, Auggie Hoffmann, a critical player in the company's evolution by suggesting it move from a directory service into promotions. "I thought it would be a great idea," he recalls. "I remember that the idea was that the directory is essential for finding in this era-changing world, but it's not enough."

"I was sent to the company's founders and I have been trying to develop a company that would attract a wide range of customers, including those who are familiar with online shopping."

Mitchel Hard, who previously worked in investment banking for Chase Manhattan, decided to get an MBA in order to switch to building businesses. Entrepreneurs in his blood, Hard decided to start his own firm. He approached his parents and the company's board of directors. "They agreed," he says. "The company's board of directors agreed to support me and the company's growth."

While at Hard, he started the Leading Edge Technology Conference and a class called "Technology and Trends," which was attended by venture capital firms and a select group of entrepreneurs. This course helped him take his first step into the high-tech world. Hard and Roberts also started a networking group of recent alumni, called the Alumni Entrepreneurial Alliance connected after graduation. GSI Commerce has continued growing and expects to break even within the next two years, despite the fact that the "online at market is really in the bubble," Hard says.

GSI Commerce's customer service platform is now being used by many companies, including PayPal, eBay, and Amazon. The company has also expanded its operations into Europe and Asia. "Our customer service platform is now being used by many companies, including PayPal, eBay, and Amazon. The company has also expanded its operations into Europe and Asia."

**1997**

**Louis (Gilston) Bardo, MBA, in**

2002

**Marcella Bartlett (Mary Lou Shimer), MBA, in**

2003

**Francis (Doc) Grapper, MBA, in**

2004

**Douglas Larson, MBA, died April 2, 2002, after a lengthy illness with cancer.**

**Lincoln, MBA, in**

2006

**Jon Bartlett, MBA, in**

2009

**Leah Albrecht, MBA, in**

2010

**Melanie Schep, MBA, in**

2012

**Alumni Notes**

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

**J. Winter 2002 Call BUsiness**
company. Our company, WeAct Corp, successfully completed its first product. WeAct is an enterprise software solution enabling fortune companies to compete. We are facing retail mall analysis, as well as new technologies.

Tom Stahl, MBA, "In life and in business, we need to be masters of our own destiny." 

Lori Stahl, RN, "I want to be more efficient in my nursing skills." 

We are committed to providing top-quality care in women's health and fertility services.

Tom Stahl, MBA, 95, and his newborn baby.

William Vodden, MD, of Oakland, CEO, is president of Summit Health Medical Group Inc., the largest and nearest the oldest medical practice specializing in weight control in New York.}

Ian Hart, MBA, of London, England, is co-founder and CEO of a startup software company called视 (www.see.com). In Japan,他 is known as "the master of virtual commerce," and in the United States, he is known as a "pioneer designer of virtual commerce." 

Toshiyuki Ogura, MBA, of Tokyo and Nago, married at Nago Shinto Temple in Okinawa, Japan, in a traditional Shinto ceremony. He returned from Tokyo and the Bay Area after a successful start in his new career as a software marketing consultant and now works as a software designer.

Samuel, "The MBA has been a great opportunity for me to work in the field of business. I have learned many valuable skills and made many new friends.

Irinka Ono, MBA, of Mobile, Alabama, writes, "Hi, I'd like to introduce to you a new friend of mine. I met her in Alabama, and we are going to be friends for life!"

A. G. Lambert, MBA, writes, "I was married September 24, 2011, in a small ceremony in my family's home in Ireland. We were married in a small ceremony and are living in Ireland as of now. I love my new life in Ireland, and I miss my friends in San Francisco."

Jennifer Lew, MBA, writes, "I moved from California to New York last winter, and I have been working on an MBA program at the New York School of Management. I have been working with vineyards in Germany and France, and we have organized several successful wine events. I have been involved in the wine industry in California and France, and we have organized several successful wine events. I have been involved in the wine industry in California and France, and we have organized several successful wine events."
Eric Floyd, MBA, writes: “The recently changed my role within Cisco systems engineering. I am now responsible for the overall development of Management (EM) for Cisco’s business units. I have been working with top suppliers, content providers, and customers to develop successful business models and go-to-market strategies, and I have been managing projects in Seattle, Kansas City, and Las Vegas. In addition, I have recently taken on a new role within Cisco’s business model for commerce in Brazil for the world class, a new online business. The e-commerce platform is being developed for customers in Brazil, and is currently under development.”

Mary Ellen Rosenblum, MBA, and her husband, Jeff, have just moved to New York City. They are thrilled to announce the birth of their fifth child.

Don Straub, MBA, is pleased to announce the opening of a new office in San Francisco.

Dorothea Watson, MBA, has just completed a residency in San Francisco. She is now happily settling into her new home in San Francisco.

Gene Gregoretti, MBA, is managing director for Vestcor Capital. He is currently working on the development of a new technology for the telecommunications industry. He has been working closely with several clients in Europe and the United States.

Eli Dabul, MBA, has started a new job as a business development executive at Vestcor Capital. He is responsible for identifying new business opportunities and developing strategies to grow the company’s portfolio of investments.

Amelia Roberts, MBA, is currently working on her dissertation. She is also working part-time as a research assistant for Vestcor Capital. She is working on a project related to the impact of technology on the economy.

Greg Greta, MBA, is starting a new job as a business development executive for Vestcor Capital. He is responsible for identifying new business opportunities and developing strategies to grow the company’s portfolio of investments.

Allan Greenberg, MBA, is currently working on his dissertation. He is also working part-time as a research assistant for Vestcor Capital. He is working on a project related to the impact of technology on the economy.

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Greg Greta, MBA, is starting a new job as a business development executive for Vestcor Capital. He is responsible for identifying new business opportunities and developing strategies to grow the company’s portfolio of investments.
chology held in the next 12 or so months. So, if you are ever in town or want to catch up, please email me at alumnibayview.com. I am usually up for lunch at Zaphar's pizza. See ya.

Gill Li, MBA, writes, "Now that I am based in Bangkok, Thailand, for over two years, I am beginning to like the city because it is like a treat, except for my still-ultimo- ciate That after a short sit and read at a Butcher volunteer consulting for ESL teachers Davis with five decades 1999, and another year working at an Internet incubator during compu- ter 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. It is a bit hectic, fun, and challenging these last three months, and I expect myself tremendously and am learning a lot. It looks like we will be in Bangkok for the near future, your next stop in the next 12 or so months. So, if you are ever in town or want to catch up, please email me at alumnibayview.com. I am usually up for lunch at Zaphar’s pizza. See ya.”

John Mills, MBA, of San Francisco, writes, “I am continuing to expand my consulting business, MDE business development, with the help of Kim Nigjette, MBA, in addition to the monthly strategy and management consulting services we have been providing to companies in the San Francisco area, recently added an investor relation position to our company. We are meeting the needs of the investment community. This position gives me more freedom to dedicate our own time to providing investment consulting to private equity investors and includes services such as due diligence, company valuation, and deal structuring. By leveraging our network of private investment groups, we also announced the publication of our first book, "How to Apply for a New York Job," and I hope you enjoy reading it.

Chin Quin, MBA, writes, “A couple of weeks ago, I went back to New York to tell the people 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 Fenway Park. 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 was it was cold. Baseball was not meant to be played in the cold, damp weather (unless you are live in San Francisco). After moving back to San Francisco, I became a weather-watching weather enthusiast.

Randy Skom, MBA, writes, "I am an avid traveler and voracious traveler, and though I don’t control the way I get there, I am always happy to return to the Bay Area and my home in the beautiful and growing community of San Francisco. I am a woman and now have my own business called Travel Resources, LLC, which provides travel consulting and travel planning services to your clients and enhance their overall experience.

Gonzalo Miranda, MBA, was recently appointed as managing director for McKinsey & Company in Mexico City, and welcomed the birth of his second child, Catalina Flo, Aug. 5.

Southern California and catch up with anyone else via e-mail (klookerman@pacbell.net). I am happy to represent the admiration you receive for your hard work and dedication. I look forward to seeing you.

Mary Velez, MBA, writes, "Please send your yard kit and I got married and our son was born. We’re still with you, KC and the Louisiana Love band.

Heiko Zierken, MBA, moved from Chicago to London last year. He and Alou Lall were married in the spring of 2000.

Diane Bingeier, MBA, of San Francisco is settling into her full-time position at Charles Schwab’s online division after completing six months in Scholars Management Program. The program had Diane rotate in various roles at Schwab for the three-month period. Diane was joined by fellow MBA 2000 classmates, Lynn Marie Auerben, Alisa Sot, and Jeanne Washington.

Michael King, MBA, writes, "On October 5, my wife, Dave, and I had our first child, Owen Michael King. Owen is doing great and constantly hungry! I am manager in the IT staff.

Kerryn Lo and family

Kerryn Lo, MBA, writes, "Hi. I am Kerryn Lo and family. We are in the lucky position of a 26-month-old baby girl. We also have a two-year-old son, Owen. We are all doing well and enjoying the lifestyle that we have in San Francisco. We are looking forward to spending the holidays with family. We are looking forward to spending the holidays with family.

Kerry King and family

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Alumni Notes

Hagam de Macedo, MBA, of Oakland writes, “We are so happy that Louis and Zak are very excited and proud to tell everybody that their little brother, Sinan, was born on October 21 in Berkeley.”

Heidi Gilman, MBA, of San Francisco writes, “At the end of August I started working at Leapfrog to effect the business plan I developed this spring as part of the Social Venture competition. Great to be a real social entrepreneur. In a nonprofit ‘toy’ company focused on technology in education, specifically adult literacy just sat out on a meeting with Michael Wilkins, who is one of the Knowledge Urenia founders, the primary Leapfrog investor—very exciting stuff!”

Carlos Souza, MBA, of Santiago, Chile, is CEO for the Chilean offices of PIIBer. He writes, “After PIIBer’s chapter is, with a group of investors, we bought the Chilean business and renamed it NETGalles (www.netgalles.net).”

Kathryn Stambough, MBA/MPP, writes, “My husband and I are delighted to announce the arrival of our first child, Peter Stambough Macauley, who was born on October 4th. Andrew Younger, Exchange Student, writes, “After returning to London Business School following my fantastic time on exchange at the Haas School in the fall of 2001, 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 4’9” tall!”

Ph.D. 1971

Douglas MacLaetland, PhD, has just completed the move from the University of Washington, staying at UC in Davis. His work is enjoyable the great food, wonderful sights, and friendly people. He taught a second-year MBA class during spring semester and recently hosted a call MBA colleague, Sid Chermak, MBA, who popped over from his USA con- sulting project in Bucharest, Romania. He writes, “Wade, Skipper (not here), and I are enjoying Turkey very much.”

Serge Mutach, PhD, writes, “since more than 10 years teaching accounting, I will retire at the end of the 200-2001 academic year. The first two years of my retirement, however, will involve administrating 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, U.C. Berkeley, and a Fulbright Fellowship at University of Western Sydney, Australia.”

Avi Galasso, MBA, of New York City, writes, “I am Starting my own business in the area of financial technology, specifically for small businesses.”

Scott Eby, Executive Development, has spent the past two years launching two business ventures. He started with a wine export company that now rep- resents more than 75 brands in more than 20 countries. His attention is now also focusing on building an internet partnership founded three years ago, a wine company, which was on both B2C and B2B sites. He writes, “It has been the best year this past year with tremendous growth, even during these challenging times for del-corn.” In the planning stage is a nonprofit food as- sociation to help serve other disabled and adult- aged without his and his two children’s love in the country north of Pleasanton, California.

Mauricio Salazar, Executive Development, is the CEO of Selin 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 Telecommunications” in Die Bank, March 2000. “Wallbank The Leading Bank of Mobal Business in Berlin and Speyerland, April 2001; and "We Know the Helpless To Start" in FRA-Frankfurter Allgemeine Zeitung. He is currently working on a conference speaker at IMS2002 in Frankfurt, and was part of a panel dis- cussion on the European Bankings and Technology first.

Eduardo Espin, Executive Development, of Los Altos, California, is an angel investor in the high-tech community of Palo Alto. He is origi- nally from Chile and is president of Endesa, a nonprofit in Chile that brings entrepreneurship into develop- ing countries. He is now working to farm another nonprofit that would pro- vide 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 Social Venture Competency, where he would like to be in touch with anyone who travels to Chile or has business there.

2001

Elliot Loven, Executive Development, of Alamar Creek, California, writes, “I am blessed with a wonderful wife and three independent and talented teenagers. I spend most of my free time thinking of exciting bicy- cle trips around Northern California. In addition to observing the way I live and the way my family lives, I try to be socially responsible and active in Habitat for Humanity and Day of Remembrance.”

I am always interested in hearing from colleagues and distant friends. lowerwelchesrmon.com. I continue to work at Del Webb, in the strategic investment group.

Roland Schneider, Executive Development, in Zurich and has two children. He lives in Neugarten, Switzerland.

Brad Williams, Executive Development, of Melbourne, Australia, is cofounder and director of Sky Technologies, a wireless and email- based 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 U.S.

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2001

North Asia

South Asia

4 WINTER 2001

Cal Alumni
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 86th 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 to pay bills, joining the New York-based firm of Kwee, Beytaud & 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 she 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 voice.

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 Bev Woodall of Fort Collins, Colorado; and a sister and brother-in-law, Erin and George Konstantakos of San Fernando, and a niece, Jordan. There are two options for donations to Brent Woodall’s name:

The Brent Woodall Scholarship Foundation
P.O. Box 8730
La Jolla CA 92038-8730

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

The Brent Woodall Memorial Scholarship Fund,
University of California at Berkeley
Bear Bear Office
365 Jfelton St., Third Floor
Berkeley CA 94720-6426.

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 65 with his family by his side on December 2, 2000. A UC Berkeley Hill 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; RTSD commissioner and coach; and president of Big Brothers. A devoted husband and father, he is survived by his wife of 35 years, Louise Kahn Karr; daughters Cynthia Karr Kendall and Elizabeth Karr Pala; brothers Bob Karr and Rick Karr; grandson Nathaniel Lewis Pala; and sister-in-law Christopher Kendall and Michael Pala. 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 his 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 510-643-5382.

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