Tap the energy of over 25,000 Haas Business School Alumni

Two Ways to PLUG IN to the Haas Alumni Network

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2. Stay Connected
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“Cal and Haas made a great impact on our lives. Please join us in making a gift to the Haas Annual Fund to maintain the excellence of our school.” — Kati Miller and Neil Doshi

I know how many doors my MBA degree has opened for me throughout my career. When people see the Berkeley MBA they think of integrity, academic excellence, and broad perspective. I have had people tell me that my degree was a key consideration in job interviews and promotions. But most of all Haas has been a continued source of community for me, through my association with fellow alumni, students, and faculty. I also take great pleasure in giving back as a Development Council volunteer and student mentor.

Kathryn “Kati” Miller, MBA 1974, MBA 1982
Vice President, Human Resources
Caféfino
San Jose, CA

My education at Cal and Haas went well beyond my textbooks and professors. My classes at Haas were quite valuable in teaching me teamwork, networking, and business communication — all necessary to succeed in the workplace. I participated in the many cultural events held on and off campus, and I learned to embrace diversity by interacting with people of various backgrounds and Cal gave me the opportunity to be a more well-rounded individual.

Neil Doshi, BS 1997
Associate, Wireless Equity Research
WR Hambrecht & Company
San Francisco, CA

Kati celebrated her 20th reunion from the Haas School last year.

Neil celebrated his 5th reunion from the Haas School last year.

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Haas School of Business
Corporate Responsibility a Top Priority for Haas School

Because of the widening ethic scandals that have rocked corporate America over the past year, the Haas School of Business is launching a major expansion of its already significant activities in the area of corporate social responsibility and business ethics. Dean Tom Campbell said the effort would be a top priority for the nation's oldest public business school.

"The country and the world are demanding to know if recent lapses in business ethics are symptomatic of a system-wide failure," said Campbell. "Our great universities and business schools must play a major role in answering this question and in leading the effort to discover ways to correct the problems.

The newly enhanced effort, called the Socially Responsible Business Leadership Initiative (SBRLI), is being supported by gifts from actor/philanthropist Paul Newman and Haas School alumnus Michael Homer, with other major gifts to be announced. The new director of the program, Campbell added.

SBRLI is Kellei McElhaney, who was hired from the University of Michigan Business School where she was a faculty member and the managing director of the Corporate Environmental Management Program. McElhaney, who is one of the nation's leading thinkers and practitioners in corporate social responsibility, also holds the John C. Whitehead Fellowship in Corporate Responsibility.

This new fellowship was funded by a gift from Newman and his wife, Joanne. The first chair in John Whitehead, former co-chairman of Goldman, Sachs & Co. and the US deputy secretary of state, and a leading force in corporate social responsibility. SBRLI will coordinate the Haas School's teaching, research, and service activities in the areas of corporate social responsibility, ethics, social entrepreneurship, philanthropy, and environmental management.

"The Haas School's long tradition of exploiting the impact of business on society provides tremendous credibility and momentum to this new initiative," Campbell added.

Among the planned and ongoing activities for SBRLI are:

- Planned visits by Haas students to correctional facilities to allow them to learn how white-collar criminals fell short and impress upon the students the consequences of doing so.
- A new, required MBA course, "Global Business Citizenship," begins this fall.
- Innovative elective courses, including a new student-initiated MBA course in Socially Responsible Leadership and a hands-on course, taught by McElhaney, combining winning business practices with corporate social responsibility.
- An expanded lecture series in ethics that will feature speakers such as entrenn whistle-blower Sherron Watkins.
- The National Social Venture Competition, the first national business plan competition of its type to reward businesses that generate both financial return on investment and social return on investment;
- A new SBRLI Advisory Board, made up of business practitioners and corporate social responsibility leaders in the business world.
- The Haas School's commitment to exploring the relationship of business and society began at the founding of the school in 1898, with a course examining the ethical issues of commerce. In the 1950s, Dean Emeritus Earl F. Cheit laid a scholarly foundation for the study of the impact of business on society through his research and teaching, and by organizing the first national symposium on this subject, which was held at UC Berkeley.

The initial gift to fund the SBRLI came from alumnus Michael Homer, BS 81. Homer is the chairman of Konkoli, a California software company formerly known as Zodiak, and invests in young companies in Silicon Valley, including Loudcloud, Tellme Networks, Palia, and TiVo.

Newman has a long track record in philanthropy. His business — Newman's Own — has given away more than $100 million in profits from his famous line of widely distributed food products. McElhaney previously taught at Michigan's Business School. She earned her PhD in higher education (with a business cognate) at the University of Michigan and an MA in organizational behavior at Ohio University in Athens.

Undergraduate Named Rhodes Scholar

Business and engineering senior Anker Luthra has won a 2003 Rhodes Scholarship. Luthra is a business and engineering student from UC Berkeley. The Rhodes Scholarship Trust announced 32 US winners in December from among 981 applicants from 341 colleges and universities nationwide. Scholars receive two to three years of study at the University of Oxford in England.

"Anker Luthra's commitment, passion, and skills make him a strong candidate for Rhodes scholarship," said Dean Campbell. "His record of academic excellence, integrity, leadership, and commitment to public service will serve as a continuing inspiration to the entire Haas School community.

Luthra said he intends to pursue a master's degree in computer science while at Oxford. "In the long term, I want to work on assistive robotics and technology that solves societal problems," said Luthra. "My parents — my inspiration — are very selfless, and they instilled those values in me. I've been very fortunate in my life, so it's important for me to give back to society." While at Berkeley, Luthra founded the nonprofit organization Computer Literacy 4 Kids in 2001 to help underprivileged youth learn computer software, and training, "I believe it is important to make a difference where you can," said Luthra. "It's great to have a global impact, but you can't forget about problems close to home.

The Rhodes Scholarship was created in 1902 through the will of Cecil Rhodes, a British philanthropist. It is the oldest international study award available to American students. The US scholars will join a group of international scholars from 18 other jurisdictions around the world.

Baby Booq Drives Growth of Undergraduate Program

The Haas Undergraduate Program is expanding to meet a new wave of incoming students planning to enroll in UC Berkeley in the coming years. The student increase will add an additional 150 students to the two-year, upper division business program by 2004-2005.

The Haas Undergraduate Program has historically been one of the hardest majors on campus for students to gain admission. While the undergraduate business program generally draws the best and brightest applicants among UC Berkeley's juniors and the region's transfer students, the program has had room to enroll only 275 of the 1500 applicants. The expansion will allow more of these qualified applicants to gain admission to the Haas program.

The expansion will increase the number of Haas School alumni, thereby strengthening the alumni network. It will also secure more funding to help additional Haas faculty, as the university allocates state funding based on student enrollment. "We're pleased that campus has given the Haas School the resources to expand the undergraduate program both in terms of eventually accepting and enrolling an additional 150 students and in terms of allowing more access to business courses by non-business majors," said Andy Shogun, associate dean for instruction.

The expanded Haas Undergraduate Program will fully use the summer sessions, requiring all admits to attend six weeks of a pre-program summer school. The new July start date will help to accommodate the increased class size and is designed to integrate Cal's students with their transfer student counterparts as they enter the fall program. Classes will be scheduled only two days a week, so students will be able to work part-time, take additional summer classes, or explore the area.

Haas will also eliminate the spring admission cycle and phase out the business minor to make way for more business majors.

From the Dean

Dear Haas Alumni and Friends,

My first few months as dean at the Haas School have been especially delightful because I have been able to get to know so many of you. I have learned so much about this extraordinary school through our talented students, our exceptional staff, our wonderful faculty and staff, and our tremendously accomplished and loyal friends. If you and I have not had the opportunity to meet so far, perhaps we will be able to do so during one of the many alumni and other school events in which we will be participating over the coming months. Events are planned at the school, elsewhere in California, in various cities around the country, and in Europe. (Please check the Haas School's online web calendar for upcoming events at www.haas.berkeley.edu)

In all my encounters with the Haas community, I have felt the tremendous sense of pride in our school. Morale is high, and everyone is genuinely enthusiastic in wanting to make Haas even better. This is an auspicious base from which to launch Haas into the very top ranks of business schools. It is our goal, not so much to achieve rankings for their own sake, as to bring world and national attention to the substance of what we do at Haas.

In future issues of CalBusiness, I will use this column to report news for Haas, as well as to celebrate the successes of the school and its people. I plan on regularly asking the Haas community — including alumni and friends — for help and advice. In the meantime, please feel free to contact me with your ideas and suggestions for Haas.

Thanks to all of you for welcoming me so warmly into the Haas School family. It is a joy for me to be a part of.

With kind regards,
Tom Campbell
Bank America Dean
New Core Curriculum Stresses Flexibility

Eight-year MBA students at the Haas School are experiencing a completely redesigned and up-to-date core curriculum that offers greater flexibility and freedom to customize their studies this fall.

The new MBA core curriculum will now make up about 40% of a typical student's course of study, while the old required courses used to take up 57% of the program.

The newly condensed core courses, which are required of all first-year Berkeley MBA students, teach management fundamentals—from accounting to a course called "Global Business Citizenship," which includes business ethics, environmental management, and corporate social responsibility. Because of the streamlining of the required courses, first-year MBA students may also now select at least two elective courses from among dozens of choices in the spring semester of their first year.

The redesigned core curriculum, which was planned over the past 18 months, is the first total overhaul of the required portion of the MBA program in nearly a decade. The new core was based on extensive study and in-depth discussions by Haas School faculty, staff, and MBA students, and considered the best practices of ten other top business schools as benchmarks.

"Not only do these changes represent a major improvement to the Haas School's MBA curriculum, they were successfully achieved because of the extensive participation of students and faculty at every step of the way," said Andy Shogan, associate dean for instruction at the Haas School.

The new curriculum is anchored by 11 required core courses that provide the analytical tools and essential knowledge to lead effectively. Students will now take all of these core courses in the first year, including finance, financial accounting, operations, microeconomics, macroeconomics in the global economy, strategy, organizational behavior, data and decisions, leadership speech, marketing, and global business citizenship.

The two semesters of the first year are divided into mini-semesters, with all but two of the core courses meeting for four hours per week over seven weeks. Students take only a limited number of core courses at a time, so they can intensively study each.

The second semester of the first year includes four required courses, including the mandatory course in global business citizenship. In addition, students now will take at least two elective courses in the second semester of their first year. Elective courses now comprise 60% of the new Berkeley MBA curriculum, meaning that students begin to customize their own course of study very early in the program.

Two days of the fall semester will be devoted to an intensive career-planning program, consisting of a dynamic set of activities designed to prepare Berkeley MBA students for the job search. The required courses are now structured to teach the most essential management subjects in the fall semester, enabling students to do their best for interviews for their summer internships.

Faculty members who are also among the best teachers at the Haas School will teach the new required courses. Core faculty members meet weekly to discuss issues that arise in each course and to coordinate their syllabi.

Haas, Darden, Michigan Share Virtual Classroom

MBA students at three of the world's leading graduate schools of business—Haas School of Business, the University of Michigan Business School, and the Darden School at the University of Virginia—now share a virtual classroom this year.

Each school is offering one course to students at all three institutions using full-motion video and Internet technology.

Building on the business model of strategic alliances that bring together companies with complementary strengths, each school offers cutting-edge course material in a specific area of expertise to students from all three schools. Class preparation materials and research are distributed over the Internet, and students communicate during class with each other and with faculty via videocast and Internet chat rooms.

"These joint courses may be a window into the future of management education," said Andrew Shogan, associate dean of instruction at the Haas School, "a future in which schools regularly team up or co-brand to offer their best courses to students and executives who are located at multiple sites around the world and who need and want such training now."

Fostering everyday reality in the global business environment, the Darden School's Associate Professor Jennifer Liedtka is introducing students to the world of globalizing in the first of this new series of courses this fall. Just as teams at consulting firms collaborate across geographic boundaries, cross-functional teams of two students from each of the three schools are working and communicating via videocasting and the Internet. Each team is expected to complete one consulting proposal during the course.

In spring 2003, Haas Assistant Professor Terry O'Donnell will offer a course in behavioral finance. As a Haas School Ph.D. graduate, O'Donnell studied making rational news when he proved that investors make decisions based on their feelings about a stock rather than any sort of rational thought process. This spring, his students will study common biases and aides in people's decision-making process and their relevance for today's managers. A substantial portion of the course will be devoted to how systematic departures from rationality affect financial markets and the well-being of investors.

The University of Michigan will determine which course it will offer to the three partner schools next fall.

This is the second time that the three business schools have partnered to share their teaching resources and to make them available to the MBA students at all three schools. In 2000 all three schools offered courses covering different aspects of e-business. Darden led cases in e-business innovations, Haas taught a course on financial issues in the Internet sector, and Michigan offered a course on strategically applying Internet technologies.

Incoming MBA Class Highest Achieving Ever

The full-time MBA class of 2006 is the highest achieving class in Haas School history, according to statistics released in August. This is on top of another distinction for this year's class: the MBA Program received more applications this year than ever before:

- The average GMAT score of the incoming MBA class is 703 (out of a total 800), the first time the average has exceeded 700. The average undergraduate grade point average (GPA) for the new students is 3.55 for US students.
- The full-time MBA program received a record 4,475 applications this year—a 57% increase over last year. The program accepted 675 applicants, and enrolled 241 students—creating an ultra competitive 11% acceptance rate.

Haas, Darden, Michigan share virtual classroom

Alumni Network Sponsors Job Search Lunches

This past spring, the Haas Alumni Network (THAAN) and San Francisco-based lunchtime business bag networking sessions for alumni in all stages of their job search. The sessions are geared towards alumni who are currently unemployed or searching for the next great opportunity.

The monthly sessions, which cater to a small focused group of alumni, host a professional career coach and allow participants to share job leads, set realistic goals, brainstorm search strategies, and share other pertinent job-search information. They also serve as a catalyst for alumni to meet and work together on their own between sessions. The downtown San Francisco location makes it convenient for currently employed alumni to attend.

"Participating and networking in this structured setting strengthens the job seeker's sense of control in what can feel like a very out-of-control experience," said Marc Porsus-Gottlieb, co-director of Alumni Relations. "We've established this program, and other programs and events like it, to allow our alumni to draw strength, experience, and opportunities from each other in the area of career development."

HAN hopes to offer similar opportunities in other Haas alumni communities in various parts of the Bay Area and around the country, based on the success of this pilot effort. To date, Han's South Bay chapter led by Dan Rosler, MBA 98, has been holding informal networking sessions for alumni over the past year that organizes have deemed "highly successful."

For more information regarding the Haas Alumni Network and its career services, please visit http://haas.berkeley.edu/alumni.
Berkeley-EMBA Enrolls Steller First Class

Berkeley-EMBA Enrolls Steller First Class

The Berkeley-EMBA Program (GREP), the flagship program of the Haas School’s Center for Executive Development and one of the longest running executive programs in the United States, has succeeded in preparing senior executives from around the world for the strategic management challenges of an increasingly global and technology-oriented business environment for nearly five decades. This fall’s BERG program enjoyed even greater international participation than ever, especially from China, Japan, and Europe. The program addressed both the key issues and the latest strategic thinking for advanced business management.

The Berkeley Executive Program offers a great opportunity for companies to groom their management talent in global management issues," said Paul Fisk, assistant dean for executive learning. "Our participants’ exposure to business executives from some of the most dynamic international markets not only is a great networking opportunity, but also offers a unique opportunity to learn from peers with very different cultures.

BERG kicks off in 20-day programs with a one-day Learning Journey, removing participants from the everyday world of their careers and exposing them to the latest in research and powerful ideas and businesses emanating from the UC Berkeley campus.

Past BERG participants have toured the Advanced Light Source lab at the Lawrence Berkeley Lab and the Cybertek research lab at the Department of Mechanical Engineering, which focuses on getting leading-edge products to market faster. They have visited UC Berkeley spin-off Nanomus, a nanotechnology company, and the Siemens Technology Incubator. Lectures by Dr. Edward Penhoet, co-founder of Chiron and former dean of the School of Public Health, and Professor Donald Glaser, Nobel Laureate in Physics, offered interaction with some of UC Berkeley’s most innovative thinkers.

BERG is offered twice a year, in three-day modules over a six-month period between January and June, and as a one-month block in September/October. For more information about BERG, please visit the following website:

http://execed.berkeley.edu/index.asp

Executive Director Robert Glauser at the first EMBA orientation.

Berkeley-EMBA Enrolls Steller First Class

The executive who have enrolled in the program represent 60 companies with a class average of over 12 years of work experience. Approximately 35% of the participants have MBAs or equivalent business degrees, and 45% have Ph.Ds.

BERM has a strong international flavor, with participants representing 16 countries, including China, Japan, and Europe. The program also includes participants from the United States, Canada, and Mexico. BERG is designed to provide a comprehensive overview of business management, with a focus on practical applications of these skills. For more information on BERG, visit the website at http://www.berkeley.edu.

St. Petersburg’s B-School, Expands Honors, Tense

St. Petersburg, Russia’s School of Management, SPSM, celebrated a major milestone on July 1, 2002, with the grand opening of its new facilities. The ceremony marked the formal opening of the new building, which houses the School’s main administrative offices. The building is located in the heart of the city’s business district, providing easy access to local businesses and organizations.

The School has been working on this project for several years, and the opening represents a significant milestone in the School’s strategic plan to expand its offerings and enhance its reputation. The School now offers a range of undergraduate and graduate programs in business administration, including business administration, marketing, finance, and management.

The School’s new location features state-of-the-art facilities, including modern classrooms, a large library, a computer lab, and a conference center. The School also has a dedicated team of faculty and staff members who are dedicated to providing excellent education and training opportunities to students.

In addition to the School’s core programs, SPSM has expanded its offerings to include executive education programs, continuing education courses, and a range of other initiatives designed to support the professional development of business leaders. The School’s mission is to provide high-quality education and training that prepares students for successful careers in business.

Public Can Now Research Asian Immigration on Web

A new website designed by the Haas School and the Institute of Business and Economics Research (IBER) facilitates the search of records on early Asian immigrants who entered the United States. The website, which is located at http://www.berkeley.edu/iber, provides access to a comprehensive database of records, including birth certificates, marriage licenses, and death certificates.

The website is the result of a collaboration between the Haas School and the Institute of Business and Economics Research (IBER), which are part of the University of California, Berkeley. The website is designed to make it easier for researchers to access and analyze information about early Asian immigrants.

The website includes detailed information about each immigrant, including their names, dates of birth and immigration, and place of origin. Researchers can search the website by name, date, or location, and can also filter the results by gender, age, or other criteria.

The website also includes a user-friendly interface, which makes it easy for researchers to navigate and find the information they need. The website is designed to be accessible to researchers of all levels, including those with limited knowledge of Chinese or other Asian languages.

The website is a valuable resource for researchers studying Asian immigration, and it provides a unique opportunity to explore the history of early Asian immigrants in the United States. The website is available free of charge, and it is open to all researchers and scholars who are interested in this important topic.
Earl F. Chelt Completes Oral History Transcrip

Deen Emeritus Earl F. (Buddy) Chelt celebrated the completion of his oral history transcript, which chronicles his devotion to higher education during his exemplary 40-year career at the University of California, Berkeley. An economist and lawyer by training, Chelt joined UC Berkeley in 1957. He served as dean of the business school twice – in 1976-82 and 1990-91 – and played a leading role in building the school’s new facilities and naming them after Walter A. Haas Sr., BS 10. Both the school’s classroom wing and the award for excellence in teaching are named in his honor. He was presented with teaching awards by his business school students in 1986 and by the university’s Academic Senate in 1989. On campus, he served as a faculty spokesperson during the Free Speech Movement of 1964, and was appointed executive vice chancellor of the campus by Chancellor Roger Heyns from 1965 to 1980. He served as acting vice president of the University of California system from 1981 to 1982. A bound copy of the oral history, titled "Professor: Chettle, Dean, Vice President, Athletic Director, Advisor, Trustee," University of California, 1957 to 2002, can be ordered from the Regional Oral History Office at 510-642-7595 or at roho@library.berkeley.edu.

Staff News

Brooks Heads Center for Financial Reporting

Rada Brooks, who has served as an accounting lecturer at the Haas School of Business since 1997, has been named the executive director of the Center for Financial Reporting and Management. A certified public accountant with an MBA from the London Business School, Brooks has taught accounting courses since 1992 at various universities, including the International University of Japan and Loyola University of Chicago. Brooks started her accounting career with Deloitte and Touche in San Francisco and then held financial management positions with Wells Fargo Bank and Citicorp. "Rada’s extensive experience in public accounting, combined with strong communications and organizational skills, make her ideally suited to head the center," says Professor Brett Trueman, the center’s faculty director. "I’m confident that we will continue to prosper and grow under her leadership." With the accounting profession recently coming under scrutiny as a result of corporate scandals involving companies such as Enron and WorldCom, Brooks joins the center at an exciting time. "I think the next few years in accounting will be especially challenging, but also a tremendous opportunity to make a difference in the profession," she said. At home, Brooks’ focus is her husband, Kent, and her children, Michael (13) and Elizabeth (10). She enjoys skiing, swimming, and the ballet, but, above all, travel is her passion. "I’ve been fortunate to be an expatriate in London and Tokyo over the years," she said.

Two Staff Recognized for Excellence in Management

Two of Haas’ finest staff members, Teresa Costantini of the Center for Financial Reporting and Management, and Abby Scott, director of career services, received Excellence in Management Awards from the Berkeley Staff Assembly on May 23, 2002. Their reporting staff nominated the two staff members. The theme for this year’s awards was “Leadership in Challenging Times.”

Costantini was honored for her dedication to providing high-quality services to students and faculty, and for leading the Center for Financial Reporting and Management through a period of significant growth and change. Scott was honored for her leadership in developing and implementing innovative programs to support the career development needs of students.

Faculty News

Oliver Williamson, the Edgar F. Kaiser Professor of Business Administration, was recently bestowed three significant honors. He was named an Honorary Editor of the Journal of Economic Behavior and Organization (his biography appears in the April 2002 issue). On June 10, the current president of the Academy of International Business, Donald Lesnard, advised Williamson that he is also the sixth person to be elected as an Emeritus Scholar of the Fellows of the Academy of International Business. Coincidentally on June 10, Williamson was one of three speakers at the 20th year celebration of the 1982 Berger Guidelines at the Department of Justice in Washington, D.C., presenting a paper entitled, “The Merger Guidelines of the US Department of Justice – In Perspective.” The audience included current and former officials and members of the Antitrust Division of the US Department of Justice and of the Federal Trade Commission, as well as members of the Washington DC antitrust bar.

Professor Emeritus James M. Carmean, along with co-author Luis V. Dominguez of Florida Atlantic University, was awarded the Charles C. Slater Memorial Prize in June for the article, “Organizational Transformations in Transition Economies: Hypotheses.” The paper was recognized for making the most significant contribution to the field, published within the last two volumes of the Journal of Macromarketing. This is the second time Professor Carmean has received this award. The first time was in 1997, for an article co-authored with Professor Emeritus Robert G. Harris entitled, “Public Regulation of Marketing Activities.”

Winning Pitch Delivers $5M in Funding for Startup

Despite a spurning national economy, a pervasive 30-second e-mail pitch and a $1 million and multi-million dollar venture capital funding for the right startup business, as one Haas School alumnus discovered here recently.

Gary Pesavento, MBA 89, hoped for the opportunity to make a pitch for his new company, Teknovus, last March at the UC Berkeley Entrepreneurs’ Forum, a program offered monthly by the school’s Lester Center for Entrepreneurship & Innovation. On that particular night, Pesavento’s “number” was up.

The “numbers” refer to what Jerome Engel, Lester Center executive director, affectionately calls the few selected guests who get to make a very brief plea for financing or other kinds of help at the beginning of each Entrepreneurs’ Forum. After Pesavento was picked to be a number and made his pitch, he was approached by venture capitalist Matt Sandler of Partech International in San Francisco. Three months later, Teknovus closed a $5 million deal led by Partech and US Venture Partners. "Being part of the Lester Center’s entrepreneurial network has made all the difference," said Pesavento. "The Entrepreneurs’ Forum directly led to the financing of our new venture.”

Teknovus is not Pesavento’s first success. Previously, the founding CEO of Allpotic, which won second prize at the inaugural 1999 UC Berkeley Business Plan Competition, Pesavento lead Allpotic to $50 million in funding.

Engel Wins Price-Babson Entrepreneurship Award

Jerome Engel, executive director of the Lester Center for Entrepreneurship & Innovation, was honored with the 2002 Edwin M. and Gloria W. Appel Prize by the Price-Babson College Fellows Program. The prize recognizes Engel for bringing “entrepreneurial vitality to academia in the true spirit of the Price-Babson College Fellows Program.” Engel has been teaching entrepreneurship at Haas since 1991, where he founded the Berkeley Entrepreneurs’ Forum and oversees the school’s many entrepreneurial student activities, including the UC Berkeley Business Plan Competition and the National Social Venture Competition. In addition to being an entrepreneur – he founded AllBusiness.com, which sold in 2000 to NCI – he teaches entrepreneurship to educators across the US. He is also the faculty director of Lifelong Learning for Entrepreneurship Education Professionals (LEEP).

The very first funding for the Haas School’s entrepreneur center came from a grant from the Price Institute to fund Price fellows, back in the mid-1980s. The late Glovia Appel was Engel’s mentor for many years.

EIGHT-HOUR 2003 CIBUSINESS
Stellar New Faculty Bolster Haas Teaching and Research

Six new faculty have joined the Haas School for the 2002-2003 academic year. CalBusiness is featuring three of the six professors in this issue; three will be featured in the spring 2003 issue.

Pino G. Audia

After six years at the London Business School, Audia joins the Haas School as an assistant professor in the Organizational Behavior and Industrial Relations group. The Southern Italian is teaching organizational behavior core course in the full-time MBA program this fall. "The first term is a great time to teach MBA students as they start their studies and have so much energy and enthusiasm," he said.

One of Audia's main research interests is to explain what he calls the "paradox of success," a frequent pattern in which successful firms fail to adopt their strategies to obvious environmental changes. It is these companies' persistence with outdated strategies that lay the foundation for their future decline. A recent example he gives is Intel. When PCs were the dominant piece of consumer technology, Intel was on top. But when handheld devices and mobile phones started to make significant inroads, Intel did not realize the need to develop microprocessors suitable for those devices. Intel also allowed other companies like Broadcom to interpose their own microchips in Intel's market share. 

Thomas Davidoff

Thomas Davidoff recently moved from Cambridge, Massachusetts, to Berkeley to join the Haas School's Real Estate group. The newly minted assistant professor researches the timely issue of how individual homeowners manage risk in their real estate and financial investments. "Recently the popular press has been full of examples of investors putting all of their eggs in one basket," says Davidoff. "Something like 15 percent of homeowners have invested 100 percent of their retirement funds in a single stock. It makes them more confident, rigid in their beliefs, and reluctant to listen to people with differing views."

The question arises as to what companies need to do to avoid these failures and remain successful when the environmental changes. Audia's research so far shows that the suggestion most often offered by academics -- changing the CEO -- is not a real solution because new chief executives do not have sufficient power to introduce changes in successful organizations. A better alternative, he suggests, is to implement a strong board and train executives to make better use of the talent available inside the organization. He notes that more studies are needed and anticipates more insights from his current research in progress.

Audia received his Ph.D. at the University of Maryland after getting his MBA at Bocconi University in Milan, Italy. His work has been published in a variety of journals, including the Academy of Management Journal, Advances in Strategic Management, the American Journal of Sociology, and the Journal of Applied Psychology.

Audia is looking forward to exploring the Bay Area. "Cycling is my primary thing," he said, "but I also like skiing, so I'm looking forward to the first snowfall, and the Taho." 

Davidoff spent his undergraduate years at Harvard University, and went on to get his Masters in Public Affairs in Urban and Regional Planning at Princeton University. He recently completed his Ph.D. in Economics and Urban Studies and has been with the School of Planning at the Massachusetts Institute of Technology. He worked for three years at Forest City Ramirez Companies, a real estate development company, as a project manager in his hometown of Brooklyn, New York.

Davidoff says there were many reasons for coming to Berkeley. "The faculty here have so much depth. There's also a serious, real estate center, and the UC Berkeley economics department and Business School were a real draw."

This fall, Davidoff is teaching two MBA microeconomics courses and will organize the Ph.D. real estate seminar. "They're teaching the microeconomics courses will be fascinating because, "I think it will be likely that the MBA students, having real world experience, will come to me with ideas, some which will be half-baked, and some will be really interesting."

When New Housing prices are high (booms), and a little less when housing prices are lower (booms). So, buying housing creates an asset that has relatively big pay-offs (capital gains) when wealth is the least useful and relatively small payoffs when wealth is the most needed.

Using data on workers in a wide range of industries in different metropolitan areas, Davidoff found that households are buying roughly the equivalent of one more, or one less, bedroom depending on whether their income correlates more or less strongly with local housing prices than the average household. "Evidently," Davidoff concludes, "some households do recognize that it is not a good idea to put all of their eggs in one basket."

Looking into alternative investments, Davidoff has found that "sensibilities are a good way of making sure you will have enough to live on, even if you live to a very old age. Annuities are assets that pay out more because they convert back to the insurer if the investor dies. Davidoff hopes that his work on annuities will lead to the development of new types of annuity products. His research also suggests that new ways of marketing annuities could break the appeal."

Outside of work, he plans to start exploring California's abundant campgrounds. "My wife and I love to hang out outdoors," he says, "so we'll do a lot of running and hiking." He also likes to play some internet speed chess from time to time.

Laura J. Kray

Assistant Professor Laura J. Kray came to the Haas School's Organizational Behavior and Industrial Relations group by way of the University of Arizona's Eller School, where she taught for three years, and the Kellogg Graduate School of Management at Northwestern University prior to that. Trained in psychology, Kray studies how people's cognitive orientations, or mindsets, affect their performance and decision-making ability.

In a series of experiments, Kray found that a stereotype can negatively affect the performance of people who profess not to believe the validity of that stereotype. For example, in a negotiation study women performers performed more poorly than men after they were told that the exercise was highly indicative of their inherent negotiating ability. In contrast, Kray observed no gender differences when the negotiations believed the exercise merely served as a learning tool and was not indicative of ability.

More surprisingly, when Kray told women that negotiating requires skills that stereotypes ascribed to men and that explicitly linked gender to performance, women tended to set higher goals for themselves and ended up outperforming the men.

"In this world of political correctness, stereotypes are often brushed under the table, but they do affect people's performance, even if they don't subscribe to them. As soon as we make the stereotypes explicit, however, people tend to rise above them," says Kray. "It shows how important it is to talk about the stereotypes that exist."

Kray and her co-author, Adam Galinsky, assistant professor at the Kellogg School, recently received a National Science Foundation grant to investigate ways to improve decision accuracy.

Kray and Galinsky based one experiment on the space shuttle Challenger accident, which was caused by the failure of o-rings due to the cold weather. In their scenario, students had to decide whether or not to go ahead with a car race during cold weather. They found that subjects who were primed prior to making their decision to think in terms of counterfactuals — imaginary possible outcomes and asking "what if?" — were three times as likely to decide correctly not to proceed with the race than those who were not primed.

"When people are exposed to counterfactual thoughts that remind them that there are multiple possible worlds, it carries over and allows them to process information more systematically and to ask more critical questions in a subsequent task," says Kray.

Working on her research in the fall, Kray begins her teaching in January with a section of the bargaining and negotiations class for the MBA program. She'll also start a new class in the spring about groups and teamwork, a class she said is "importing from Antirona."

She earned her B.A in Organizational Studies from the University of Michigan, Ann Arbor, and her Ph.D. in Social Psychology from the University of Washington, Seattle. The phrase "I really like foodie" loves restaurants, biking, photography, and seeing live music in her spare time. "Mostly," she says, "we live with two cats and my husband in our backyard." Laura Kray, also joining the ORHR group, attributes her decision to come to Berkeley to a better hire-career-wise, and the fact that "Berkeley has an excellent reputation for scholarship, in addition to being a really fun place."

Upcoming in CalBusiness

Spring/Summer 2003

Pramas on:

William Hollander: Family Professor of Marketing
John Morgan: Associate Professor of Economic Analysis and Policy
Joel Carson: Chairman
John Carson: Chairman
Assistant Professor of Marketing

10 WINTER 2003 CalBusiness

CalBusiness winter 2003 11
Do Well and Do Good? Vogel Challenges Perceptions of Corporate Greed or Virtue

The Wall Street Journal published this article by Daniel J. Vogel, the George Quick Professor of Business Ethics, on August 20, 2002. Vogel is the editor of the California Management Review and heads the School’s annual Rudolph Peterson Lecture in Business Ethics.

In recent years, business ethics has become a central part of many corporate strategies. Ben & Jerry’s made its name focusing on environmental responsibility; Nike learned the hard way the price of perceived injustices at overseas factories. And Shell Oil faced a public-relations nightmare a few years back when Greenpeace activists launched a high-profile protest against oil dumping in the North Sea.

Companies like Alcoa, 3M, Dupont, and Dow Chemical have substantially lowered their production costs by reducing their emissions and solid wastes. But those who claimed that corporations were at last becoming socially responsible mistakenly assumed that managers were under pressure to behave better. Equally significant changes in the business environment have encouraged many firms to behave worse.

In executive speeches and annual reports, business ethics are rarely true of repeating, there is evidence that corporate responsibility is "too.

Firms are rarely as virtuous or corrupt as the media portrays them. Our challenge is to restructure incentives to make it in the self-interest of more firms to behave more responsibly than now.

Enron also lobbied the Bush administration in favor of an international agreement to address global warming — in the expectation that it would then be able to create a market for carbon trading — and the company received many environmental groups in favor of market-based efforts.

Merk, the drug company, recently criticized for misleading the media, received a prestigious award in 1991 from the Business Ethics Trust. For its decision to develop and distribute Medicaid, a drug effective against blindness which threatens 85% of the world's poorest people. Since 1987, Merck has been producing and distributing this drug to all international aid programs at an annual cost of more than $100 million. In Fortune’s annual survey of corporate reputations, Merck has consistently received high marks for "corporate responsibility."

xerox, however, is another matter. Xerox auctioned off $10 million fine to settle a civil suit filed by the Securities and Exchange Commission accusing it of misusing profits, by nearly $3 billion, for over four years. Yet Xerox has also been a recognized international leader in environment-management, pioneering a program that recycled its copy cartridges as well as the copier itself.

Over the last decade, many managers have discovered the financial rewards of maintaining good relations with both environmental groups and Wall Street analysts. For example, those of the firms whose accounting practices have come under public scrutiny.

Enron was long regarded as an exemplary corporate citizen. The firm and its senior executives were generous supporters of community institutions in Houston, and it captured international attention by building a power plant in India without resorting to bribing gov-ernment officials. Enron also lobbied the Bush administration in favor of an international agreement to address global warming — in the expectation that it would then be able to create a market for carbon trading — and the company received many environmental groups in favor of market-based efforts.

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And of course, in the 1990s, Arthur Andersen provided substantial funds to promote the teaching of ethics in business schools throughout the U.S.

Firms are rarely as virtuous or corrupt as the media portrays them. Our challenge is to restructure incentives to make it in the self-interest of more firms to behave more responsibly than now.

Most of these executives are claiming that rather than being coerced, they just "didn't know." Could that be true? It's a sad story. You can admit guilt and go to jail, or you can say you didn't know what was going on and basically claim incompetence.

There have been instances in business when terrible things have happened to firms and the people at the top really didn't know, like the Barings Bank disaster, where an underlying did something wrong, disgraced it, and brought the whole bank down. That doesn't mean the bank wasn't culpable — it should have had better oversight and controls — but the management didn't do anything criminal.

F Bukley replaces the heads of British Airways or United, I think they're not being honest. Has the Securities and Exchange Commission in fact done an adequate job policing these companies? Economies like mine tend to have a lot of faith in the markets. We know, however, markets can break down when you have information asymmetry, meaning people trading don't have the same information. And that's a huge problem in the stock market. Without regulation, you can easily find yourself trading against people far better informed than you — like insiders at the firm — and then you're constantly losing.

If you want to have a well-functioning capitalist market, you have to make sure that someone is out there as a referee. It's a game that can't self-regulate.

Should executives be fired, labor strikes should happen, and shareholders should walk away until they strike? That really interferes with freedom of contract. It would also have unintended consequences in the sense that it would likely make managers risk averse, which may not be what shareholders want. Also, if they are denied that form of compensation, they'll demand other kinds we'll see getting more cash, more bonuses tied to performance, and these would incur their own problems.

In the end, we're speaking of a very small number of people, and so there are a couple of reasons we should be suspicious of all these exogenous fixes to the board that is if they're no grand, why haven't people done them already? Some of my work tries to come up with reasons why individual boards would evolve in ways that are less than optimal. But remember, we've been complaining about boards for 200 years. Go back to Adam Smith and The Wealth of Nations, and there's a line about how boards of directors can't be trusted.
What are the three most important factors for success in real estate?
If you were thinking of the cliché answer “location...” you wouldn’t be wrong. But you would also be right if you guessed “Haas, Haas, Haas.”

The reason is that the Haas School of Business is home to one of the top ranked real estate programs in the nation. The US News & World Report ranked the Haas School’s real estate program second in the nation in its latest ranking of such programs in September 2000. And the program’s impact in three key areas is teaching, research, and outreach to the real estate industry—has been marked by a consistent string of successes and accomplishments. The program has evolved and grown markedly over the past two decades to become a leader in the field, as well as a top producer of talent for the industry. A few examples:

- A team of six Berkeley MBA students won first place at the inaugural national Real Estate Finance Challenge last fall at the University of Texas, Austin, sponsored by Goldman Sachs, JP Morgan Chase, Merrill Lynch, Bear Stearns, and Wells Fargo. The competition attracted 12 teams from the nation’s leading business schools for the preliminary round, including Berkeley, Harvard, Stanford, Wharton, Kellogg, Cornell, UCLA, Michigan, Chicago, NYU, Columbia, and UT Austin. The Berkeley team won out against 12 UT Austin teams in the final round, turning the $5,000 cash prize.

This win is the latest in a string of victories by students in the Haas School’s real estate program. Previous successful competitions included the NAORE (National Association of Real Estate and Economic) Real Estate Development Challenge and the Bank of America Low Income Housing Competition.

- Every fall, Professor Kenneth Rosen presents his annual real estate and economic forecast, widely considered definitive among real estate professionals around the nation, at an annual symposium held at the Pebble Beach resort on the California coast. Invited guests frequently include not only the center’s advisory board members but also thought leaders and figures of the state. Political leaders Governor Gray Davis, former Governor Pete Wilson, Oakland Mayor Jerry Brown, San Francisco Mayor Willie Brown, and former national security advisor Sandy Berger have joined luminaries from Morgan Stanley, CB Richard Ellis, Bank of America Securities, and Goldman Sachs and Co.

- Cutting-edge research by real estate faculty sheds light on a wide range of current business and economic issues. For example, a recent study by Professor Dwight Jaffee found that the collapse of the terrorist insurance market and the subsequent turmoil in the real estate and airline industries after the events of September 11 were the result of insurance firms’ aversion to covering large-scale catastrophes. "Temporary government intervention would help revive the terrorist insurance market after an event as extreme as the Sept. 11 attacks," says Jaffee, "and help stabilize affected industries."

Closer to home, the work of Professor Jaffee and Kenneth Rosen and a group of staff economists, has contributed significantly to our understanding of the tech-driven dot-com boom and bust on California’s economy.

The Haas School Real Estate program has risen so quickly in prominence because it is so well-rounded and active. In addition to teaching real estate at the undergraduate, MBA, and Ph.D. levels, the program encourages students’ open access to faculty and industry leaders and places a strong emphasis on research into both theoretical and practical aspects of the real estate industry.

"You have to ask, what should a real estate program do?" says Real Estate Development Professor Robert Ekelund, who came to Berkeley in the mid 80s from a position at University of Pennsylvania’s Wharton School. "You need good programs at the undergraduate, MBA, and Ph.D. levels, outreach, scholastic development, and research. We do each of those at the frontier. We may be the only institution that does all of these things simultaneously."

Working Towards a Common Goal

"Real estate is one of the industries that possess enduring wealth," says Kenneth Rosen, California State Professor of Real Estate and Urban Economics. "It is involved in every aspect of our lives— in the form of housing, office buildings, public buildings, and even rooms on college campuses. At Haas, the all encompassing issues in the field of real estate are addressed by the academic Real Estate Program in tandem with the Fisher Center for Real Estate and Urban Economics, a highly respected research and industry outreach center. Together the Fisher Center and the Real Estate program have become a leading wellspring of strategic thinking about where the industry is going. The Fisher Center is one of the major university research centers in the US for studies of real estate markets, financial institutions, and urban and regional economic topics. "The center links the program to all aspects of real estate, from the money that funds it to the regulations that control it," says Cynthia Kroll, senior regional economist for the Fisher Center. The Fisher Center is chaired by Rosen, who was recruited in the late 70s from his post as a professor at Princeton. Rosen was inspired by the approach of the joint MIT/Harvard program, which funded a similar research center exclusively funded by private donors. He decided to re-establish the center in 1979 and fund it in the same manner, since state funds were sparse at that time. Rosen convinced 15 companies to be part of an advisory board and contribute each year toward the center— that number has since grown to about 100 companies on the board, all of whom are luminaries from the public and private sectors, including policy makers, industry leaders, and academics.

Next to the faculty, says Rosen, is Willis Booth Professor of Banking, Finance, and Real Estate, the most critical asset of the
Nancy Wallace, chair of the Real Estate faculty, “I asked them to provide us with a best deal or worst deal or a really interesting deal and look us in the eye and tell us how they got into the classroom.”

Wallace worked with board member Victor Coleman, president and COO of Arden Realty Inc., a real estate investment trust, on a case on “green building” – the movement to build corporate buildings where more environmentally friendly design goes hand-in-hand with future cost savings. Another case for the class focused on a mezzanine finance deal and was written up by advisory board member Diane Oleen, executive vice president of Star Financial.

“Cases are powerful,” says Wallace. “The goal is to get students actively thinking on their feet. The questions are current projects with real relevance. They run the gamut of the real estate industry.”

Research:

Theory and Practice

Research, one of the ultimate priorities for the board and the center, is conducted by the faculty and Fisher Center economists. While the real estate faculty focus on their theoretical, mathematical modeling, the economists of the Fisher Center study the activity in real estate markets and issues.

Each faculty member’s area of focus is unique. Rosin, who has been widely quoted in the media on the commercial and residential real estate markets in California, creates models that are seen as some of the more accurate predictors of the markets. Wallace works on housing price indices and real option models as well as mortgage pricing, pre-payment contracting, and prepayment models. The US Department of Housing and Urban Development commissioned Jaffe to study the privatization of government-sponsored mortgage enterprises Fannie Mae and Freddie Mac. Jaffe also has done work on climate change, economic growth, and catastrophe insurance. Edelestein focuses on international real estate markets and how they interact and react to changes in the world economy. US real estate cycles; and optimal strategies for REITs (the real estate equivalent of mutual funds). New faculty member, Assistant Professor David Davidoff, examines how individual investors manage risk in their real estate and financial investments.

In addition, Wallace, Edelestein, and Quigley are all working on development of the course material for use in the classroom, and have written several journal articles on these topics.

Bringing Reality to the Classroom

Bringing the realities of the profession into the classroom is one of the key objectives of the real estate program, be it at the undergraduate, MBA, or doctoral level. Haus professors and seasoned professionals combine their respective areas of expertise to teach a balance of theory and practice in courses ranging from housing and urban policy to financing and investment analysis.

The Fisher Center’s industry relationships were put to good use this past year when the Real Estate program created a new Real Estate Strategy course based on the case method. Advisory board members and industry partners were asked to help develop a set of Haas School cases. Says Professor

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3A. INTEL’S PRESIDENT AND CEO PAUL OTELLINI, MBA ’76, gave the keynote speech.

“Competing and Communications: Driving Convergence,” at the Business Forecast Luncheon in June.

2A. COMMENCEMENT SPEAKER TONI SEIEL, CHAIRMAN AND CEO OF SEIEL SYSTEMS, addressed the 275 undergraduate, 254 full-time MBA, 114 Evening & Weekend MBA, and 8 doctoral new alumni of the Class of 2002.

2B. KUMAR “BK” BALAKRISHNAN, MBA ’02, celebrated commencement on May 26 with his daughter, Sarika, after dedicating two years to student life, including being co-chair of the UC Berkeley Business Plan Competition.


3A. SHANKER GEERAN (LEFT), MBA ’03, talked with LAURA SCHEMB (RIGHT), CEO of Working Assets, whose keynote on August 23 concluded the week-long full-time MBA orientation activities.

3A. INCOMING UNDERGRADUATE STUDENT FREDDIE LORENZ learned about the opportunities and responsibilities of a Haas School student at this fall’s undergraduate student orientation.

3B. STEVE ETTEY, BS ’83, MBA ’89, was recognized by the Haas Undergraduate Program for his orientation for his continued hard work and enthusiastic support for the undergraduate students and alumni.

3A. HAAS SCHOOL DEAN TOM CAMPBELL (LEFT) and DAVID AAKER (RIGHT), Haas professor emeritus of marketing, welcomed HIIKOTA TAKAECHI, MBA ’72, Ph.D. ’77, dean of the Hitotsubashi University’s Graduate School of International Corporate Strategy, to this fall’s Aaker lecture on September 26. Takaechi spoke about “The Essence of Strategy: Where East Meets West.”

3A. WILL ROSENWIEG, FACULTY ADVISOR OF THE NATIONAL SOCIAL VENUE COMPETITION, and STEPHANIE BELL-ROSE, PRESIDENT OF THE GOLDMAN-SACHS FOUNDATION, hosted the sold-out National Social Venture Symposium in Berkeley on September 3.

3A. LINDSAY LEWIS, MBA ’77, DAVID T. BARKS, BS ’81, and I was a Haas alumni meeting in Boston in 1997. Dave has become his personal role model in addition to being my mentor, client, and friend. As a newly launched independent consultant, I was hired by his firm as a consultant. He had founded his company in 1979, and like many other early-stage entrepreneurs, he told me that “after I fired from my last job, I decided I could be my own boss and practice more than most of my previous bosses.” Over the years, his company, Management Growth Institute, has evolved and is currently offering innovative Profit Enhancement Group (PEG) programs (it’s still doing this) for business owners who can’t justify or afford a management consultant on their own. The PEG sessions have been highlights for me, as they bring together small business owners, owners or CEOs in the same industry who are non-competitors.

Dave attended high school in South Pasadena and progressed to UC Berkeley on a transfer student after two years at Pasadena Junior College. Dave was about 20 years old when he graduated and has jokingly been lying about his age ever since.

His varied interests and jobs at the beginning always wake up in college. He was in the grove and was the fourth class in the United States, at the time Gregory Peck planted the ivy. He sold most of a refrigerated truck in Los Angeles and worked for a food supply company. In 1974, he married Dorothy Solomon, who had been Queen of the Portland Rose Festival, and joined the team in an emerging fast-food chain. She served as the company’s first vice president of the Pacific and later on a smaller company before the fast food. He has a strong relationship with family, friends, clients, and his clients in those fast food, his company, and to meaningful work and has contributed heavily to the success, joy, and good health.

3A. IRVIN STERNBERG, MBA ’82, writes that “After almost five years in the Army Air Corps in a pilot, in 1948, in the Bay Area, and 10 years in Tuscan, I am back in Berkeley. I have two great volunteer organizations. One is operating a restored 1946 Southern Pacific train that runs in Fort Smith until the streetscars were replaced by buses in 1942. The other is showing people around and giving them the history of ‘Bus Lanes,’ the only busses brokered in the National Register of Historic Places. I keep up with my two old friends from our days in S-I House, Larry Goldberg in Los Angeles and John Mee in Kansas City. My wife and I visited John and Dot in Montana and had a great time with them.”

ROBERT WILHITE, J.D., practiced law in Sacramento, Calif, for more than 20 years, concentrating on real estate development. He now writes that he retired, but is still active practicing at the American River College and the Northern California School of Law. “So Bessie” he adds.

3A. MARLIN “Sail” Henry Jr., BS ’85, completed a rewarding and interesting year as a member of the Orange County Grand Jury. He enjoyed attending two recent Col activities in Las Vegas: the annual spring dinner featuring the alumni director, the long coach, and the meets the women’s basketball coaches and the Incentive Awards Pre-College Academy for Southern California. “Oh Bessie” he adds.

WINTER MATHER, BS ’91, MBA 55 notes.

3A. PATRIK BÖNNELIS, BS ’86, writes: “I still have fond memories of my years at Cal. I retired last fall from my private CPR practice and sold it to three CPRs who work for me. Unfortunately, my husband died almost 45 years of age in December of 2002 and I have four cats and two dogs to keep me company. I plan to have a new niece coming from California to live with us in our large house in Potomac, Md.”

3A. WILLIAM SINK, BS ’64 (from Pappersdorp University) writes, “I received my bachelor’s degree in civil engineering, and now I’m semi-retired and enjoying my home in Carmel. My Berkeley education helped me enjoy challenging career opportunities with the Corps of Engineers (serving in the military during the Korean War), Shell Chemical Corp. (proved 15 times in 13 years), and AIA, Atlanta. Currently I have my own insurance and investment firm.”

3A. ROBERT SCHULZ, class of ’88, St. (I wear a wonderful woman who is a graduate of Washington University in St. Louis. My children hold degrees and
null
As a television reporter, Dwyer covers everything from fires and murders to the economy and the Middle East. It’s not the business career that Diane Dwyer envisioned while studying finance, cost accounting, and statistics at the Haas School of Business. It’s the one she had landed where she was.

"I loved statistics and numbers and now I write for a living," says Dwyer, who comes from a business-oriented family. Her father is an accountant and her two brothers—Tomi, 75, and John, 80, graduated from the Haas School. Dwyer was the weekend anchor and an Emmy-winning reporter at KVUE’s Ten O’Clock News, Channel 10 in Austin, for twelve years and now anchors the weekend news for KNTV, the NBC affiliate in San Jose (NBC13).

While working briefly in corporate investment banking in New York and San Francisco after graduation, Diane realized that what she wanted was "I didn’t feel I was doing anything tangible," she says. So she interned at a TV station in Palm Springs, California. It was a match, and she has been broadcasting ever since.

Her business education, she says, is invaluable. As a journalist, she must analyze and condense information quickly. "Haas also taught me discipline at a pretty early age," she says. "If nothing else, you had to be motivated and dedicated to get the grades to get into the school." Culinary guidance, she cites, came from Ruth Nice, the late assistant director and director of admissions of the Haas Undergraduate Program, and other administrators within the Haas School.

"One of my most striking memories as an undergraduate at the Haas School was the typical college nighttime revolver," remembers Diane Dwyer. "I slept through my alarm on exam day and when I woke up, realized I had missed half of my exam, rushed into a cab, got to class, and finished the test in time," she smiles. She later found out she had gotten an A.

She currently lives in Oxnard with her husband Tim Sharp, a Stanford grad—a "mixed marriage" as she puts it—with their three-year-old daughter and two-year-old son. At the Big Game, between Cal and Stanford, her family’s divided loyalties are no match for the wit and innovative twist Dwyer brought Cal and Stanford sweatshirts for the children, cut them in half and sewed them together to read "California" and "Stanford." Many people asked where they got the outfits, and Dwyer says she could use her Haas skills in yet another way—to start a small business!

For noxious school children and also loves to run and sail, the nosey classclown visitors are always welcome.

1972

Jacob Kendall, MBA, of Monte Sereno, Calif., writes, "I just spent four months in Mumbai, India, as visiting professor in the School on Marketing, National Institute of Technology (BIT) Bom. I taught a course on product planning and marketing to the MBA students, published an article in Economic Times on career opportunities in the call center industry, and organized a leadership forum for CEOs of Indian call centers. I also developed an action plan to go forward for providing a wide variety of outsourced customer management services to US companies, and I gave presentations to the Web services team at an emerging opportunity at the 100 Percent Digital Kerala Conference in Thiruvananthapuram, My wife, Cui, joined me in Mumbai in April and kept herself busy by building six cooking classes in Asian cooking as part of the pre-launch RH activities for a new Far East restaurant opening near 3rd July in our city, which featured an article in the New York Times and a great cuisine as a cornerstone. On our way back to the US we went to Princeton, NJ, to attend some research, of the Office Bank of Tokyo-Mitsubishi, Tokyo for nearly four years up to July 2012. When you need to get some deep understanding of the Japanese economy and industry, I am sure you will visit. You can contact me at my office phone step by step."

1973

Benedikt Quam, MBA, of El Cerrito, Calif., writes, "Hi, my son, Geoffrey, or Haas at again, parallel classes, at UC Berkeley in the second National Student Advertising Competition, this year. The team won the regional in Roi and advanced to the Nars finals with high hopes. Unfortunately, it was not as successful as a previous year. The black and white image cutout imagery team that represented SCI Berkeley, received an invite to a home on the ocean in Newport Beach where I placed third. The day plan included drinks. The disappointments was that my correspondent with Los Angeles Times was unable to join us. I hope everyone else had a great time."

1974

Marc Rehakian, MBA, of Mountain View, Calif., writes, "I’ve been very busy and high technical with licensing, technology and health care. I am in the past chairman of Northern California Billion Dollar Club. Association and serve on the boards of public and private companies.

1975

Nancy Yudelson Lewellen, MBA, graduated from UC Berkeley School of Law in May 2000 and is a litigation partner at Greenberg, a law firm in San Francisco. Her clients focus on technology-related disputes, and she will be looking at Com as a possible college as she starts her senior year of high school. Contact Nancy at nancy_yudelson@yahoo.com.

1976

Susan Leonard (Kanter), MBA, of Los Angeles is a ten partner at PriceWaterhouseCoopers LLP in Los Angeles, specializing in Financial services, and Chief Executive Officer of Leonard, a law professor at Loyola Law School, and has two sons, and 12 and 9.

1977

Yale Shosh Chai, MBA, PhD, IUE, Ph.D. '82.

1978

Donald Smith, MBA, PhD, IUE, Ph.D. '81.

1979

Lyne Lavoie-Zou, MBA, David T. Barry, B.S.

1980

Hidemasa Yamaguchi, MBA, writes, "I continued my activity as chief economist of the research, of the Office Bank of Tokyo-Mitsubishi, Tokyo for nearly four years up to July 2002. When you need to get some deep understand of the Japanese economy and industry, I am sure you will visit. You can contact me at my office phone step by step."

1981

Mike Simon, MBA, writes, "After 17 years in the telecommunications business (PacificTel Corp, AirFoux, Penncom, SBC) in New York City at Verizon (at), I am looking forward to pursuing some of my old hobbies, playing tennis and traveling. I am also interested in more complete understanding of real estate, telecom, and maybe even restaurants."

1982

Teresa K. Chan, the daughter of Baldwin Chan, MBA, of San Francisco received her MBA in June from Kellogg Graduate School of Management at Northwestern University. She is also an old blue (blue of top)."
senting consumers and injured people in civil rights, consumer rights, employment rights, and personal injury cases, as well as representing numerous small business clients in business and real estate matters. Pat is the deputy director of the StocktonSeet Joey Joseph Library system. We look forward to Michael and Sarah following their parents to UC Berkeley in the future.”

1953

Edward Bell, MBA, is married with a 17-year-old son who will be attending the UC system next year. For the last 19 years, he has owned and managed Edward Bell Associates, an executive search and placement firm in San Francisco.

John Bernard, MBA, of Laguna Beach, Calif., is happily working in the affordable housing business in California, and is married with one child. He is in German, and they spend a lot of time in Europe and would eventually like to live there.

Rosie (Rosa) Hernandez, MBA, 1969, has been named interim director of the Roman Catholic University High School in San Jose and will serve as chief financial officer of the university. Rosie also just completed a chaplaincy and teaching internship in the California State Prison, High School in San Jose.

Federico Malave, MBA, of Costa Valley, Calif., is president and CEO of Sky Power Systems, Inc., leading California-based wind and solar photovoltaic (PV) solar electric systems provider for residential and commercial small customers. The company offers free site evaluation and free follow-up financial analysis of whether solar electricity can save a family or small business money and electric costs for the next 20 years. It is offering a per-watt pre-California Energy Commission (CEC) rebate discount (worth at least $1,500) to all high school of any type through the end of next year.

George McCullough, MBA, is working with Phoenix, Ariz., and Oshil in Walnut Creek, a national accounting firm. He recently finished regulations regarding economic damages in civil litigation cases. His two children, Grace and Alexander, are at St. Lawrence Academy and with, Andrea, is proprietor of Photosoll, a black-and-white photo lab serving professional photographers in West Berkeley.

Carol Upright (Aplbaum), MBA, 1984, writes: “After almost 20 years in the US, we made the big move to home at Australia in 2003 in time for the Olympic Games. She writes: “After business school, I stayed around the Palo Alto/Mountain View area working with a number of small-to-medium sized medical device and diagnostic companies launching new products. This year saw my switch to small business and sales function first, then launching the company and products into the market. Back in Oc, I leverage my (S) contacts to these incredibly innovative Aussie companies across the US and the world. Please email me if you would like to keep in touch.”

Alex Hian, MBA, writes, “My more recent ones includes opening an office for my business (which does consulting services for major projects in San Francisco), and running a book review, Robbie Hsu & Dink (Entrepreneur News, June 2006). Also, a more technical treatment of my work is coming out this fall: ANABAC, a fully featured, accurate, Management tool. I’m in the Bay Area more often than not (otherwise in Athens, Russia, where we publish and distribute all our training and assessment materials).”

Felix Stohrer, principal of Carrier Innovations, a career consulting firm based in San Francisco that focuses on the needs of the job seeker. Key services include resume writing, job search strategy, employment search, interview training, and industry consulting. She also offers to all alumni to check out the company’s web site at carrierinnovations.com.

Steve Cardone, MBA, in a partner in the Orange County office of Sheppard Mullin, Richner & Hampton, where he has practiced for 15 years. He recently was elected to the firm’s seventh management committee. He and his wife, Aleena (Kemp) Cardone (MBA ’83), live in Corona del Mar, Calif., with their two children, Katie (11) and Matt (8).

Haim, MBA, writes, “My more recent one includes opening an office for my business (which does consulting services for major projects in San Francisco), and running a book review, Robbie Hsu & Dink (Entrepreneur News, June 2006). Also, a more technical treatment of my work is coming out this fall: ANABAC, a fully featured, accurate, Management tool. I’m in the Bay Area more often than not (otherwise in Athens, Russia, where we publish and distribute all our training and assessment materials).”

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Kevin Shields, MBA, writes, “Splitting time between the surf at Manhattan Beach, the slopes in San Valley, dallas, and water sports at Otsol, Cali, is making it difficult for me to focus on my real estate investment activities. Somehow, however, I manage to accumulate a million square foot portfolio and will add another million this year. I am interested in being added to your list of other alumni to check out the company’s web site at carrierinnovations.com.”

Robert Sertelowski, MBA, of Westminster, CO. is a consultant to some investment advisor in Los Angeles, as the Colorado and Arizona regional manager for First Financial, Calif., with their two children, Katie (11) and Matt (8).

Seth Westman, MBA, of San Rafael, Calif., is consulting for a consulting business called Ridgeway Marketing. His projects include the “Path to the Top” the firm features a team of attorneys and professionals. Web: www.ridgeymkt.com.

Ane Goldhaber Schrak (MBA), 1958, writes: “You have just moved back to East Grinstead, UK, for a while. Arr here does some part-time healthcare management consulting work for Queen, her main job is to move to and work on social services, husband Larry Goldhaber (’56) is in a private small business, in a part-time marketing, and still about seven years ago, I

Robert Lutz, the classic car guy - he has built his career taking risks and making hot automotive design a major priority. Now at GM after a short attempt at retirement, he is continuing to shake things up. As chair of the GM North America, vice chairman, president and general man, and the man behind Chrysler's PT Cruiser and Dodge Viper, Lutz has now turned his attention to GM's product line by aggressively pushing a new design vision, and by changing how decisions are made within the company. Consumers will not be able to see first examples of his work at the 2003 show cars. Born in Zurich, Switzerland, Lutz became a US citizen in 1943. He first came to the Haas School after receiving his bachelor's degree in chemical engineering from UC Berkeley in 1961 and initially chose Berkeley because of the value, reputation, and location near the Marine Reserve Air Base (NAS Alameda), as he had already distinguished himself as a fighter pilot and officer with the US Marine Corps. His best memory of the Berkeley MBA program is "Hard work, great professors, and having a quantitative orientation." After Iias he went to Europe to work for General Motors, BMW, and Ford, eventually returning to the US. Lutz is best known for his work at Chrysler, where he helped revitalize the company with hot-selling cars and trucks that were unique and fun. He's 12 years old and the company is chronically in 1998 book, Gut: The Seven Laws of Business that Make the Chrysler World's Worst Car Company. Lutz' unconventional seven laws of business are:

- The customer isn't always right.
- The primary purpose of business is not to make money when everybody else is doing it, don't.
- Too much quality can ruin you.
- Financial controls are bad.
- Destructive people are an asset.
- Teampieship is always good.

Lutz acknowledges that this Berkeley MBA helped him succeed in his career. "My studies provided the rigor and knowledge I needed to complement drive and creativity," he said. "The courses I took in Sociology and Psychology were key to understanding this in the auto market." In addition to his passion for cars, and granting press interviews, which he has been doing a lot of lately, Lutz is also dedicated to his wife, kids, education, and sports. When he is not at home or at work, one might find him golfing. He still flies a privately owned McDonnell-Douglas MD-505 jet helicopter and an ex-Soviet Air Force L-39 "Albatros" jet aircraft.
Marketing Professor teaches Students to Do the Right Thing

For Swedish-born Johny Johansson, coming to the School of Business in 1964 straight from the Stockholm School of Economics was nothing short of a revolution. "The idea that professors were human beings and could be approached outside the classroom was completely new and very refreshing to me," he says laughingly.

So when he was offered funding to continue at the School for his PhD, Johansson decided to stay on, serving as a professor myself because I saw that the job could be quite exciting," he says. "I'd get to work with bright people, take on the issues of the day, and really make a difference in the world."

For Johansson, now a professor of International Business and Marketing at Georgetown, those issues include grappling with the "green" economy that can sometimes characterize the marketing field. Still true to the idealistic spirit of the '60s that he found so inspiring as an undergraduate at Cal, Johansson endeavors to teach his students how to "think green." He says, "I really believe that the basic contribution of marketing is a positive one," he says. "It's a way of communicating to people about goods and services that will improve the lives of others."

Johansson's research interests include Thai rice marketing, and in 1979, he reunited with Berkeley fellow student Ikijaro Phol (PhD '92). The duo eventually ended up co-authoring The Japanese Way of Marketing together. The introduction of the book also laid the groundwork for Johansson's pivotal role in Johansson's life: he helped broker the transcontinental marriage between Johansson and his Japanese fiancé, Tamiha. "Tamiha was literally a godsend," Johansson says. "Her initial reluctance and helping to make sure everything was done according to Japanese tradition," Johansson says which "made all the difference." After graduating from Cal, Johansson landed one of the few faculty positions in marketing at the time (at the University of Illinois), and since then has taught at New York University and the University of Washington, where he has served as a full professor. "I realize that my Berkeley education taught me to focus not just on the topical matters of the day, but on the bigger picture," he says. "That's enabled me to have a sense of foresight about developments in the field of business and has prepared me professionally for the long haul."

Johansson and Tamiha are the former owners of two daughters, Anna, 18, who just started an undergraduate at Georgetown this fall, and Sonja, 16. "One of my favorite hobbies is fishing with both of them," says Johansson, who also loves playing squash.

From within the self-help of the buy-side, I currently head up the strategic brand research effort at Payden & Rygel, an investment management company in LA, which has been a successful career, Eddie tells me. My career has just concluded my first year in UCLA's MBA pro-

For Marketing Professor, Business Teachers Do the Right Thing

And for many of us, the current financial situation is better than ever. Many believe that the economy is growing, and many are already living beyond their means. The question is, how can we live a more sustainable life in the long term?

Shuma Hayashi, MBA, writes, "After moving in and out of Japan for years, I joined a private equity firm called Antlyco Japan as CFO last November. I am currently on a six-month rotation to a cinema company operating company in the ITO process. It is such a luxurious time to work for a company that has such a strong and well-developed business and is a new apartment in West Tokyo."

Takuo Nakatani, MBA, writes, "In our asset management business at Nikko, I am responsible for expanding the sub-advisory business, while strengthening the functions of the gatekeeper and multi-product manager. My wife, Eiko, is involved in the private tutoring business for school kids. Our family is living in an eighth dropper. Tony is well and has gotten into politics in addition to writing and law! Love to hear from anyone from Evan's life."

Elizabeth Lindgren (MBA), writes from Boulder, "Since 1998, I have been teaching entrepreneurship at the University of Colorado, Boulder. I have also been working with several start-ups in the USA and abroad."

Kris Agnew (MBA), writes, "I am currently responsible for the VP of Marketing at a new company called CalBuss. I will be responsible for all marketing initiatives, as well as building the brand awareness and positioning for our new product line."
Haas Alumni Network Worldwide Contacts

Development at Transamerica
Finance Corporation in San Francisco. We provide structured debt financing to middle-market companies in the Western U.S. He is Living in Marin County with his wife Arlene and two sons, Dixon (3.5 yrs.) and Alex (1.5 yrs.). He can be contacted via e-mail at dgrossman@transamerica.com

Brian Burns, MBA, writes, "I am currently the National Vice President of Corporate Management and Development for the Boy Scouts of America in Texas. We have a great opportunity to make a difference in the lives of young people."

Gary Ridgby, MBA, 99, is president of Varco’s Central Texas region. He can be reached at gary@varcorc.com. He is married and has five children.

Francesco Rockovad, MBA, 99, is an executive director of Saxon (Anderson) Rockovad, MBA, 99, and is a leading member of the financial services industry. He is President of the Financial Services Institute in New York. He has been married for 26 years and has four children.

Patricia A. Miller, MBA, 98, is president of Thoma-Miller Financial Services, Inc. She can be reached at pmiller@thomasmillerfinancial.com.

Isabella Grace Miller turned 5 on September 6, 2004.

NYU Professional Projects Offers the Problem-Solving of Accounting

Michael Ballard (Long Island University, Brooklyn), MBA, of Montclair, Ontario, and his wife, Brenda, bought their first home in 1989. They have one daughter, Mary. They are currently living in California. Michael is co-founder of a public policy organization to promote public-private partnership-oriented projects.

Charles O. Henson, MBA, 95, is a partner at Deloitte & Touche, LLP. He was born in Alabama and attended the University of Alabama at Tuscaloosa. He has been married for 15 years and has three children.

Terry Moore, MBA, 96, is a managing director at Goldman Sachs. He joined Goldman Sachs in 1992 and has been with the firm for 12 years. He was born in California and attended the University of California at Berkeley.

Theodore G. Kim, MBA, 99, is a senior vice president of Goldman Sachs. He joined Goldman Sachs in 1992 and has been with the firm for 12 years. He was born in California and attended the University of California at Berkeley.

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Marcia Prins, MBA '95, with baby Sofia in Barcelona.

Ken Walker, MBA, is about to complete his seventh year at Charles Schwab & Co. He writes, "Still happy there, but opened a side business in January with my wife, Mary. Our company, GreenMolds (greenmolds.com), offers home and office cleaning services in San Francisco and the Peninsula using earth and people-safe cleaning supplies.

Next year I will be the third grade and daughter Breanna enters the kindergartner, so September is living happily in great little community of Brisbane, Calif.

Brian Best, MBA, of San Carlos, Calif., writes, "This has been a good year both at home and at work, ill six years back to our home in Calif, and everyone is doing well as we again adjust to a life without sleep. This spring I was promoted to partner at Western Technology Investment and will continue working on venture lending transactions for high-startups.

Kevin Brown, MBA ‘94, Jan Redo, MBA ‘81, Jil Aboumrad (Tanzania), MBA (Oakland), is calling the lead, and is looking for the lead of a travel management department at Charles Schwab. She and her husband spent much of their free time with their sons, Parik. They are expecting another son in October; Eli and Tom continue to go to Cal football games. Tom has ordered your Millennium Stadium!

Anee Misra Haymond, MBA, of Mountain View, Calif., "After an 8-month hiatus in San Francisco housing market, I have finally moved back in the Bay Area working at an entity with a focus on recruiting for a local airport district, Recruiting for a Mountaintop Nike race in October. Hope to see you all there.

Elchi Kobayashi, MBA, of Hikokawa, MI, writes, "Hope all of you are doing well. I am working at J.R. Corp, as a manager of Semiconductor Material Lab, developing innovative materials for the semiconductor industry, and representing the company's development program with chip makers in the Japanese market. I am working either as a technical coordinator or as a cleaving committee member and visiting those regions fairly frequently. My wife, Chiharu, enjoys family life with her son, Katsun, and 5-year-old daughter, Mayumi. Should you have a chance to come to central Japan, please let me know.

Chang Soo Lee, MBA, of Seoul, Korea, writes, "My daughter, 5 year old, is now studying Overlooking the Korean national soccer team dream come true in the 2002 World Cup. Blood-drenched by investment banking at Salomon Smith Barney, I realize now that the only thing I ever learned through religious (Catholic) and vocational training has been a great attraction -- a mix of Inner Silence & Enterprise, true "implicit" in the meaning, and just plain trying to talk people into doing things they don't want to do.

My husband, Jeff, and I live in the DC suburbs, with our lovely 2-year-old daughter, Ani.

Kim Lilenfeld, MBA, of New York City, "I have been in the last year and a half living in America working for startup called Neosurance. As is typical these days, the company is fortunate to experience Europe without me. We are currently on a schedule for a period of time.

However, I had a chance to turn my sights back to the US, where I am currently in Atlanta in its business development.

Sergio Tenz, MBA, writes, "Family slightly depressed by a non-enduring, highly publicized relationship. Emily, is now bilingual. She says cookie and picking (or picking) foods in both languages and lots of other words.

We have been a bit of a whirlwind in Inverness, Calif., the first three weeks being full of interest in contacting me c/o: serga_tenz@peoplesoft.com.

Immits "John" Galanakis, MBA, of Athens, Greece, writes, "Hello to all my friends classmates and relatives. This has been a lot of fun.

However, I will be coming to the Bay Area this coming fall so I am still trying to develop large-scale retail and leisure shopping parks in Girona and the rest of Southeast Europe. If a Greek destination is in your plans for the next tourist season, feel free to give me a ring.

James Grey, MBA, is the director of integration for iXen Technologies, a worldwide supplier of manufacturing- and supply-chain optimization solutions for the process industries. He writes, "Over the last two years, I have managed and led the design and deployment of the information technology that currently enables the world's largest chemical supplier to scale the chemistry lab. This assignment included having significant time consulting at BP's corporate offices in Chicago and London. My family and I reside in Woodinville, Wash.

Jie Chuyong Gezhou (Jie Chuyong), MBA, of Solingen, Germany, writes, "Matthias and I are proud to announce the birth of our son, Philipp. Younger Kristof. Philipp was born on April 10 weighing 6'0 pounds and measuring 19.5 inches.

Matthias took a new position with a subsidiary of Bertelsmann in January, which took us to the Düsseldorf area.

Arran Manchester, MBA, writes, "Over a six-year stint at Neosurance, I decided to take my first entrepreneurial leap coming in November 2002, just at the right time when the tech stocks were abandoning ship. Struggled for a year to raise seed capital for the company, which was to provide computer-based financial education equipment, I took up a consulting opportunity at a wireline-LAN startup called WispCopier.

I have since joined the board as a director of engineering, and been full time working on an exciting venture capital-backed service for the health-care and retail markets.

We are all celebrating our wedding anniversary last August with a vacation in the Tuscand region of South Spain.

Jean Redo, MBA, and Kevin Brown, MBA, of Alameda, Calif., write "My wife, Alida, and I have two wonderful kids. We are in New York. She says cookie and picking foods in both languages and lots of other words.

We have been a bit of a whirlwind in Inverness, Calif., the first three weeks being full of interest in contacting me c/o: serga_tenz@peoplesoft.com.

Scott Rothberg, MBA, of San Jose, Calif., writes, "First baby! Emily was born on July 27 at home in Santa Clara and Celina (Eileen) Rothberg, MBA, of San Jose, Calif., brought her home from Irvine (TAM) on May 30, 2002, 6 pounds, 3 ounces weight of joy to her proud parents.

1998

Gonzalo Arcedillo, MBA, writes, "In Buenos Aires, I am working for the Ministry that Professors R. Lyons and A. Rose had predicted more than five years ago, while I was still in Berkeley. I am doing business development for Workpay (www.workpay.com), a new software development company that is expanding globally. At present, I am working as executive director for a non-profit organization that is creating alternative tools for changing the way we do politics in Argentina. In English it means "Voters First change," because we are going to change this country, for good, believe me. If you happen to come to Buenos Aires, feel free to contact me: arceldg@alumni.haas.berkeley.edu.

Stacy Baine, MBA, writes, "I reside in Nashville, TN for my job. Maybe when you're in a vice presidential role you could see a public speaking in private equity and hedge funds and updating family news yet to report.

David Goff, MBA, of Pleasant Hill, Calif., writes, "Since my last letter, past year has been interesting, to say the least. We went on a trip to the Alps - Aosta, and Civis - and there was quite a bit of snow all year. While this is "crying for as much attention as possible in a time of shrinking budgets, it seems to be everything all the time. We have been extremely blessed as all the kids have been very healthy and happy. One of our dreams is that my wife is a nice person. Despite the fact that our family member, the Smith Barber in Walnut Creek amounts to five minutes one way but we still have a home office setup. And thanks to the fact that we have a nice house in Walnut Creek because it is going to be for you.

Dan Gelgude, MBA, of San Francisco, Calif., is the executive director of the National Phi Kappa Phi Family of Organizations. phiKappaPhi.org provides technology development and support to help nonprofit organizations to communicate with their stakeholders online. phiKappaPhi.org helps to maintain contact with their stakeholders online. phiKappaPhi.org helps to maintain contact with.

Hui-jun Kwon, MBA, of Kula, Maui, Hawaii, is managing director of Samsung Malaysia SDN BHD and Wats Gaiph Technology Engineering & SDN BHD since March 2000.
Santa Clara. Other than the usual IT sector, none I am also looking at is science and new media sectors. Would love to have deal referrals or surrogacy offers from your alumni.

2000
Kai Abe, MBA, of San Francisco, writes, "I am going to get married in July of 2000. Diane Bogler, MBA, of San Francisco writes, "After joining Charles Schwab's Management Associate Program with Hasu classmate Lynne Montana, Ate Indo and Washington two years ago, Diane is currently performing her role working another Hasu sister, Olga Milavsky, MBA '99, on desktop software for Schwab’s service algorithms. Diane has also managed to find time to make a return to Haas, such as speaking in Professor Peter Willi's strategic market planning course and participated on an alumni panel on behalf of the Career Center. While she misses Berkeley, Right Street is serving as a more affordable replacement for Telegraph Avenue."

Amy Dickenson, MBA, is moving with 30-month-old daughter, Florence, to Koriyama, Japan, Ecuador to get married and live with her fiancé. Robert Cordova, and Florences new half-brother Mari (33) and Daphne, new address posted on alumni site. Amy Dickenson Cordova, Prio, Santa Cruz, Galapagos, rami@amyshulman.com. She asks, "I know if you're coming this way?"

Laurie Fiedelstih, MBA, writes, "I recently moved to Colorado Springs, to take a marketing position at Neurogenics, a division of Johnson & Johnson. I love being back on the West Coast, Love the job, the new take away is that it's great to have a parking lot with a friend. On the side, we are very busy with the snow and planning the wedding, which will be September 28th in New York." Stephon Merzari, MBA, writes, "Getting married next year here in Germany; Would love to share two major changes in life: 1) I'm Canadian now 2) I got married to my beautiful girlfriend. I love spending all day on June 2nd, 2002. We had a great wedding ceremony in my new hometown near Frankfurt, Germany. We also got to see over 2000 MBA's for their appearance, namely the "original" German MBA's! - Achim Dissemeil, Cull '99 and Christian Rehlingi (The Handy Gayle), and

Seth Mangelson, MBA '00, with his new bride, Loris, outside of Frankfurt, Germany.

Stephon Merzari, MBA '00, with his new bride, Loris, outside of Frankfurt, Germany.

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2000
Kai Abe, MBA, of San Francisco, writes, "I am going to get married in July of 2000. Diane Bogler, MBA, of San Francisco writes, "After joining Charles Schwab's Management Associate Program with Hasu classmate Lynne Montana, Ate Indo and Washington two years ago, Diane is currently performing her role working another Hasu sister, Olga Milavsky, MBA '99, on desktop software for Schwab’s service algorithms. Diane has also managed to find time to make a return to Haas, such as speaking in Professor Peter Willi's strategic market planning course and participated on an alumni panel on behalf of the Career Center. While she misses Berkeley, Right Street is serving as a more affordable replacement for Telegraph Avenue."

Amy Dickenson, MBA, is moving with 30-month-old daughter, Florence, to Koriyama, Japan, Ecuador to get married and live with her fiancé. Robert Cordova, and Florences new half-brother Mari (33) and Daphne, new address posted on alumni site. Amy Dickenson Cordova, Prio, Santa Cruz, Galapagos, rami@amyshulman.com. She asks, "I know if you're coming this way?"

Laurie Fiedelstih, MBA, writes, "I recently moved to Colorado Springs, to take a marketing position at Neurogenics, a division of Johnson & Johnson. I love being back on the West Coast, Love the job, the new take away is that it's great to have a parking lot with a friend. On the side, we are very busy with the snow and planning the wedding, which will be September 28th in New York." Stephon Merzari, MBA, writes, "Getting married next year here in Germany; Would love to share two major changes in life: 1) I'm Canadian now 2) I got married to my beautiful girlfriend. I love spending all day on June 2nd, 2002. We had a great wedding ceremony in my new hometown near Frankfurt, Germany. We also got to see over 2000 MBA's for their appearance, namely the "original" German MBA's! - Achim Dissemeil, Cull '99 and Christian Rehlingi (The Handy Gayle), and

Santa Clara. Other than the usual IT sector, none I am also looking at is science and new media sectors. Would love to have deal referrals or surrogacy offers from your alumni.
Richard Clarke (1930-2002)

Richard "Dick" Clarke, BA, JD, MD, died December 14 at Marin General Hospital from complications of Lou Gehrig's Disease. Clarke, who lived in San Rafael, headed Pacific Gas and Electric Co. from 1980 to 1991, and continued to serve as a member of the boards of both PG&E and Electric Co. until last year. As chairman and CEO, he established the utility as a recognized leader in the energy industry, and he forwarded the causes of environmental stewardship and energy conservation.

In 1991, President Bush appointed Clarke to the President's Council on Environmental Quality. Two years later, Clarke joined the President's Council on Sustainable Development.

Myron Du Bain (1923-2002)

Myron Du Bain, BA '46 (1923-2002)

Myron Du Bain, BA '46 in humanities, Haas School Advisory Board member, and good friend to the Haas School, passed away on July 18, 2002, of cancer at the age of 79.

Born in Cleveland, Du Bain moved to San Francisco when he was only two weeks old. During World War II, he commandeered a rescue boat in the South Pacific and later went to work as a $50-a-week file clerk at the Fireman's Fund Insurance Company.

Du Bain systematically worked his way up in the Fireman's Fund organization. After his file clerk job, he became an underwriter. He then moved up to manager, and progressed to assistant vice president. In 1974 he was named president and CEO of the $3 billion-a-year insurance giant. In 1975, he was named chairman of the board.

After retiring from the Fireman's Fund in 1983, Du Bain became president and CEO of Amfac, a conglomerate that produces sugar, owns resorts, hotels, and retail clothing stores, and distributes everything from electrical supplies to walnuts. He later became chairman of SRI International, formerly known as the Stanford Research Institute, an independent, nonprofit research institute that conducts research and development for government agencies, commercial businesses, and nonprofit foundations.

Du Bain served on numerous corporate boards, including the Haas School's Advisory Board (from 1986), American Express, Wells Fargo, Transamerica, PG&E, and Chronicle Publishing Co. From 1989 to 1996, he served as chairman of the James Irvine Foundation.

Du Bain is survived by his wife, Alice of Kentfield, and his two children — Donald Du Bain of San Francisco, and Cynthia Klinedinst of Rancho Santa Fe, Calif.