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Haas Reunions











All alumni are invited to reunions weekend

Alumni celebrating their 5, 10, 15, 20, 25, 30, 35, 40, 45, and 50th reunions are invited to attend Reunions 2004!

Make it a long weekend and stay for the 2nd annual Haaski Golf Tournament on Monday, May 10th.

The weekend will kick off on Friday, May 7 with class dinners for the classes of 1999, 1994, 1989, 1984, 1979, 1974!

May 7-8, 2004

For more information:
510.642.7790

www.haas.berkeley.edu/reunions
alumni@haas.berkeley.edu

WINTER 2004

BERKELEY & UN CONFERENCE TO ADDRESS TECH DIVIDE

CalBusiness

HAAS SCHOOL OF BUSINESS • UNIVERSITY OF CALIFORNIA, BERKELEY

Business Leader of the Year:

A Master of Business

Williams-Sonoma's Howard Lester Turns Good Taste into a Billion Dollar Business

PAGE 12

Hire the Best—Hire Haas



Monica Stevens
MBA 96
Vice President and Recruiting Director, Wells Fargo
San Francisco, CA

"I could not have gotten my first job at Wells Fargo doing high-yield real estate finance without the skills I learned at Haas. But, I think my greatest success is being able to come back to Haas and recruit more MBAs!" says Monica Stevens, a director of MBA Recruiting at Wells Fargo, where she manages relations with nine graduate business schools.

For more information on recruiting at the Haas School contact Haas Career Services at 510-643-0344 or visit

http://www.haas.berkeley.edu/careercenter/

CalBusiness

HAAS SCHOOL OF BUSINESS • UNIVERSITY OF CALIFORNIA, BERKELEY

WINTER 2004

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CalBusiness is published by the Haas School of Business, University of California, Berkeley. For further information, contact:
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CalBusiness Winter 2004, Number 59. CalBusiness is published twice a year (summer and winter) by the Haas School of Business, University of California, Berkeley, CA 94720-1900. POSTMASTER: Send address changes to CalBusiness, Haas School of Business, University of California, 545 Student Services #1900, Berkeley, CA 94720-1900.

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Printed in the USA.

Printed on recycled paper using soy-based inks



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University of California
Berkeley
Haas School of Business

On Campus

United Nations Joins Berkeley in Conference on Bringing Technology to Developing Economies

"Bridging the Divide – Technology, Innovation, and Learning in Developing Economies" is the theme of the first conference that is part of a new collaboration between the United Nations Industrial Development Organization (UNIDO) and UC Berkeley's Management of Technology (MOT) program. The conference, which aims to bring technological solutions to problems in the developing world, will be held at the Haas School on April 1-3, 2004.

Organized under the auspices of the MOT program, a joint effort between Haas, the College of Engineering, and the School of Information Management and Systems, the conference has garnered support and enthusiasm from faculty and students across the UC Berkeley campus, global industry leaders, and public officials and UN representatives from around the world.

"The expertise we can draw on here at Haas and across UC Berkeley through the MOT program meshes perfectly with the goals of this conference," says Andrew Isaacs, executive director of MOT. "The focus is to work on real solutions to the problems of the developing world."

Confirmed keynotes include John Morgridge, chairman of Cisco Systems; Vice Minister of Education for China Zhang Xing Shen; Long Yongtu, former vice minister, Ministry of Economics and now China's chief World Trade Organization negotiator; John Gage, chief scientist for Sun Microsystems; Robert Reich, former secretary of labor and visiting UC Berkeley this semester as a distinguished visiting scholar; and Akinobu Kanasugi, president of NEC Limited.

Haas and other UC Berkeley graduate students get the chance to create content for next year's event through the Berkeley/UNIDO Fellows Program, a new research program established in conjunction with the conference. The fellows will spend at least three weeks in a developing region conducting field research including primary and secondary data collection, interviews with government and industry leaders, focus groups with individuals, interviews with non-governmental organizations, and site visits.

bridge.berkeley.edu

Social Venture Competition Goes Global

One of the nation's fastest-growing business plan competitions, the Global Social Venture Competition, which measures both the financial returns and social impacts of new ventures and attracts entrepreneurial MBA students from the country's top business schools, expanded globally last fall by adding a new partner, the London Business School.

The original partners supporting the competition are the Haas School of Business, Columbia Business School, and The Goldman Sachs Foundation.

Founded by five Berkeley MBA students in 1998 with support from the Lester Center for Entrepreneurship & Innovation, the competition has drawn hundreds of participants from leading business schools, primarily in the US, and sparked the curiosity of hundreds more who seek to apply their business acumen to solve societal and environmental issues.

In 2000, the competition expanded its national scope and reach by partnering with Columbia Business School and The Goldman Sachs Foundation, which gave a $1.5 million to support the effort. Each year, the competition awards $75,000 in prizes.

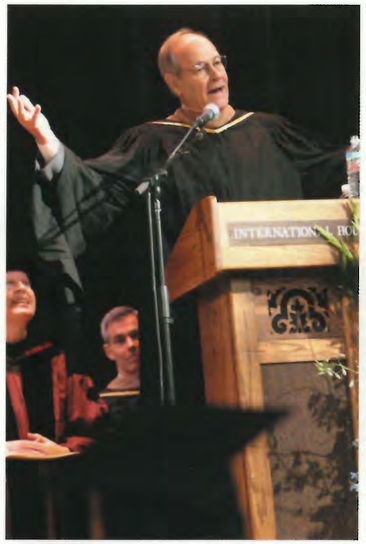
socialvc.net

Berkeley-Columbia Program Produces First Grads

UC Berkeley and Columbia MBA degrees were conferred on the inaugural class of 55 students from the Berkeley-Columbia Executive MBA Program on December 14, marking the culmination of 19 months of acquiring new general management knowledge and skills.

The December graduation candidates represent 55 companies and brought an average of 12 years of work experience when they entered the program. More than 40% of the class members have the title of president, CEO, vice president, or CFO of their firm. Approximately 35% comes from high-tech companies, with consulting firms and finance companies making up another 17% and 15% respectively.

William "Rick" Cronk, BS 65, recently retired president of Dreyer's Grand Ice Cream and chairman of the Haas School's advisory board, gave the commencement address to the graduating class.



Entrepreneur Rick Cronk, BS 65, speaks to Executive EMBA graduates.

Writing A New Business Plan for the Haas School



Because of the extraordinary international media coverage of the California gubernatorial recall election last fall, members of the Haas School's far-flung alumni network around the globe were no doubt made aware of the severe budget crisis facing the state. However, you may not have heard all the details of how the University of California system is being impacted. UC is facing a total budget reduction of $530 million this year and next. This will mean further increases in tuition and fees for our students and cutbacks in programs and personnel.

This situation creates both short-run challenges and longer-term opportunities for the Haas School. Most immediately, we will work hard on maintaining the school's excellence despite diminishing funding from state sources. To deal with the future, we have launched an effort to rethink how the Haas School can best flourish in a changing funding environment. This will involve developing a new business plan for the school that will look at what we do now, where we plan on going in the future, and how we will finance the school over the long haul.

The planning is in the early stages. Our initial thinking applies almost entirely to the graduate school portion of Haas, where we expect to achieve the most leverage for change. However, here are several principles that will guide us as we develop a new business plan that will fuel the school's continuing upward trajectory:

1 Reaffirmation of the mission of the University of California, which is to excel in research, teaching, and public service. Over the decades, this mission has developed a culture at UC Berkeley that stimulates greatness. The proof is in the university's distinguished record of Nobel level scholarship, constant innovation, a concern for the betterment of our world, and consistently high rankings of its schools and departments — the Haas School among them.

2 The faculty is the core of our success. The world-class research and teaching of Haas professors have built the reputation of our school and will continue to do so. However, two recent outside reviews of the school by prominent business school deans concluded that Haas has too few tenure-track faculty members to serve its burgeoning programs and, in some areas, threatens to fall below a critical mass for scholarship. In response, we have already begun to expand the size of our faculty. We need to expand by at least 15 full-time positions over the next five years. These positions will improve the faculty-student ratio, enable us to offer a greater variety of elective courses, and expand our capacity to produce leading-edge research in critical areas.

3 Financial self-sufficiency for our graduate programs. State funding of the Haas School has been declining for years. It now amounts to about 31% of our total income, and it will fall again. Unfortunately, a large proportion of the recent tuition hikes for our state subsidized full-time MBA program has not been passed back to the school, but rather directed elsewhere. If this situation isn't changed, Haas will be forced into an uncompetitive situation in which it charges market rate MBA tuition but takes in insufficient revenue to support an academic program that can match its rivals. The school's new business plan must include transforming the current state subsidized Full-Time MBA Program into a self-supporting one (the Evening/Weekend and Executive MBA programs, and the Master's of Financial Engineering program are already self-supporting). There are models to emulate, such as the public business schools at Michigan and Virginia, which have successfully weaned themselves off state support for their graduate programs. These professional schools, and a growing number of others, rely now on market-rate tuition and various executive education activities to finance themselves. In addition, support of the Haas School from alumni and other donors must increase significantly if we are to take our place among the very top tier of business schools worldwide. (We are also exploring the possibility of a residential facility for executive education programs to emulate our rivals in this competitive space.)

4 Maximum flexibility in conducting the school's affairs. Achieving financial self-sufficiency should be accompanied by a continued lessening of some of the rules and regulations that constrain our operations and make us less competitive in the business school marketplace. For example, thanks to former Dean Laura Tyson, the school reached an agreement several years ago with the central Berkeley campus that permits Haas to pay market-rate salaries to its top-flight faculty. Without this ability, the school would be at a severe disadvantage to other schools. We will need flexibility in many areas as we fully enter the swift current of the marketplace.

Finally, our new business plan must also incorporate the goals of strengthening the school's alumni networks, expanding its connections with the business sector, and enhancing its global outlook and outreach.

Turbulent times compel ambitious use of our existing resources to meet new goals, and the development of new resources, as well. Fortunately, we have outstanding human assets in our faculty, staff, students, and alumni. And we have a great worldwide brand with huge upside potential, if we organize ourselves effectively to meet new financial realities.

I would be delighted to hear from you if you would like to share your ideas and comments with me on how Haas can prosper in these difficult times. Also please consider supporting the school financially, as the need is greater than ever. Thank you.

With kind regards,

Tom Campbell

MBA Job Outlook Gaining Steam for 2004

The job market for recent Berkeley MBA graduates appears to be strengthening significantly for 2004 after several years in which employment prospects for business students nationwide were limited by a troubled economy, according to Abby Scott, director of MBA Career Services at the Haas School.

The improving US economy will benefit Berkeley MBA students who graduate in May, Scott says. She and her colleagues are also optimistic about the prospects this spring for continuing increases in job opportunities for second-year MBA students, as well as for first-year students who will soon begin seeking summer internships. Scott reports that on-campus interview schedules for second-year Berkeley MBA students are up 20 percent this year over the previous year.

"It's always great news when the number of interviews scheduled goes up, because they represent real job opportunities for our students," says Scott.

In another sign of an improving business climate, several firms have begun recruiting second-year MBA students at Haas for the first time, including L'Oréal, Think Equity, and AT&T Wireless.

Consulting, finance, high tech, and consumer products firms were among those returning to recruit second-year students at Haas last fall. These included mainstays, such as Accenture, A.T. Kearney, Bain & Co., Clorox, Johnson & Johnson, Lazard, Microsoft, Prudential Capital Group, and Wells Fargo.

"The feedback I am getting from recruiters is very positive," says Scott. "The Berkeley MBA students are prepared and well informed about the positions for which they are interviewing. Recruiters also appreciate some of the new services the recruitment team provides, such as curbside parking and lunch with Haas staff and faculty."

MFE Students Intern at Financial Firms

More than 93% of the students in the Haas School's Master's in Financial Engineering (MFE) class of 2004 spent their winter break at some of the world's leading finance firms as part of the MFE Internship Program, a unique practical component of the year-long degree program.

The internship program, which matches MFE students to firms with challenging projects in quantitative finance, lasts 10 to 12 weeks over the winter break in the MFE program between mid-October to mid-January. This year, MFE students were hired into internships with Barclays Global Investors, Citigroup Global Markets, Commerzbank, Credit Suisse Asset Management, Gifford Fong Associates, Goldman Sachs, Lehman Brothers, and Merrill Lynch, among other firms.

haas.berkeley.edu/MFE

Berkeley MBA Team Wins US Real Estate Competition

A team of first- and second-year Berkeley MBA students took top honors for the second year in a row at the Real Estate Finance Challenge on Friday, October 31, in Austin, Texas.

The competition attracted teams from 12 major business schools, including Harvard, Stanford, Wharton, Columbia, Kellogg, and Haas. In the final round of the competition the Berkeley team beat out competitors from UT Austin and Harvard to win first place.



The members of the Haas real estate team are Marek Fibrich, MBA 05; Julie Golderer, MBA 03; Dina Koss, MBA 05; Adrian Polak, MBA 05; Eric Schrumpf, MBA 04; and Scott Youdall, MBA 04.

"We again had a very strong Haas team," says Nancy Wallace, chair of the Real Estate Group and faculty advisor to the team. "Since Haas set the bar in the UT Austin competition last year, in some sense, we were competing against ourselves. The word is now out that Haas is the school to beat. The word is also out among real estate capital market recruiters that Haas is the place to hire."

This year's case focused on repositioning a $50 million investment in a retail property that was performing significantly below expectations.

Executive Development Increases Presence in Asia

The Center for Executive Development (CED) will significantly increase its international presence this year with two new landmark programs in China and in Australia.

As part of a five-year, multi-million dollar agreement with Nankai University in China, CED will deliver graduate-level financial engineering courses to executive MBA students in the country's burgeoning financial center Shenzhen starting in September 2004.

The CED courses will be taught at Nankai's new campus in Shenzhen, a commercial city in the south of China, near Hong Kong. Shenzhen is a fast growing finance and entrepreneurship center of China, which houses one of the country's two main stock exchanges.

CED will deliver five courses per year for the next five years. The courses, which are based on five courses from the Haas Master's in Financial Engineering (MFE) program, will count toward Nankai University's executive MBA degree.

CED will also break into the Australian domestic executive education market in 2004, building on the strong demand from international businesses and associations with interests in Australia.

CED's Australia programs will include

- Creativity & Innovation Management
- Venture Capital Program
- Executive International Growth Program
- Advanced Management Program

execdev.haas.berkeley.edu

Recent Haas Startups Continue to Thrive

Many of the firms launched by Berkeley MBA students and graduates in recent years have done remarkably well despite the debacle of the dotcom boom. Here is a small sample of the many recent alumni who continue to make their startups thrive and grow.



Tim Albinson, MBA 99

Tim Albinson, MBA 99, left the finance industry to found a new business, Aravo, with fellow Haas alum Che Mott, MBA 00, in spring 2000, "just before the dotcom bubble burst," says the CEO. The firm, which is located in San Francisco, develops software to help automate and manage supplier relationships and counts among its clients Accenture, the Department of Defense, a tier-one investment bank, and the US Navy. The firm has raised $5 million in financing and expects to reach profitability this year.



Che Mott, MBA 00

Burch LaPrade, MBA 99, is cofounder and CEO of Brightroom, a professional event photography company that enables sports and corporate event participants to view, share, and order high quality pictures. Brightroom is the largest retailer of photographs from road races and triathlons in the world. The company is profitable, with 35 employees and offices in California, Texas, and Washington, DC.



Burch LaPrade, MBA 99

The latest startup to come out of the Berkeley Business Incubator, **Dust** provides the tiny wireless networks that have made the news lately because of their nearly limitless potential uses. Co-founded in 2003 by electrical engineering professor Kris Pister, now CEO, and **Tod Dykstra, MBA 91**, vice president of engineering and operations, Dust's wireless sensor networks can be used for automation, industrial monitoring, and defense applications. Honeywell, for example, has used the technology to monitor energy consumption in a grocery store. Dust employs 25 people.



Dirk Freise, MBA 99

Two Germans **Dirk Freise and Thorsten Rehling, MBAs 99,** met in the Berkeley MBA Program where an entrepreneurship class project turned into a startup venture. After a brief stint in the Berkeley Business Incubator, the two moved back to Germany where Handy.de now provides everything consumers need for cell phone service via the Internet. The company is headquartered in Hamburg and has over 3.5 million users.



Thorsten Rehling, MBA 99

Inspired by a Haas manufacturing course with senior lecturer Sara Beckman, manufacturing veteran **Ron Drabkin, MBA 93**, found that existing factory scheduling software was too complicated for manufacturers. Drabkin and his two co-founders thought they could do better and launched **JRG Software** in 2002. JRG's product helps consumer goods manufacturers deal with large retailers and initially won over customers before it had investors. Today, the San Mateo-based startup has funding from US Venture Partners and Bay Partners and customers like Ghirardelli Chocolate, Monterey Pasta, and Wise Snacks.

Last spring, the war in Iraq put **Keyhole**, a startup founded by CEO **John Hanke, MBA 96**, on the map for its ability to provide fluid 3D digital images of the entire earth, including close-ups of Baghdad, via the Internet. Founded in 2001, Keyhole is located in Mountain View, Calif., and now counts more than 12,000 customers in sectors like real estate, engineering and architecture, media, and government. It has investments from Sony, Nvidia, and In-Q-Tel.

Punita Pandey, MBA 91, has always believed in providing stellar customer service and saw an opportunity in leveraging the Internet to do so. In 1999, she founded **netCustomer**, where she serves as president and CEO. Since its founding, netCustomer has worked with leading companies such as, PeopleSoft and NetScreen, and their customers around the world. Headquartered in San Jose, Calif., netCustomer operates around the clock with operations near Delhi, India, and is backed by Charles River Ventures.



Punita Pandey, MBA 91

Chris Barton and Philip Inghelbrecht, MBAs 00, together founded **Shazam Entertainment,** a London-based company that enables mobile phone users to identify music by playing it into the handset. They have raised $15 million in two rounds of financing. The Shazam service is live in 10 countries worldwide, including the Far East and Australia, and will soon launch in the US.



Chris Barton and Philip Inghelbrecht, MBAs 00

Nibha Aggarwal, MBA 97, and Anthony Joseph, assistant professor at engineering, founded SkyFlow, winner of the 2000 UC Berkeley Business Plan Competition. **SkyFlow** provides speech self-service solutions that automate repetitive calls currently handled by human agents. To date, the company has raised $5 million in funding and steadily added customers in both the high-tech and retail arena.

Juan Mini and Scott Kucirek, MBAs 99, launched the first national Internet-enabled full-service real estate agency, zipRealty (www.zipRealty.com). While Mini has returned to his native Guatemala to run his family's business, Kucirek remains as executive vice president of new market development. zipRealty continues to thrive in Emeryville, Calif., has over 400 agents across the US, and has raised over $48 million in funding.

Rankings Round-Up Fall 2003

Financial Times: Executive Education Ranking (May 19)

- #16 among (non-degree) executive programs in the US
- 28 among (non-degree) executive programs worldwide
  - #34 in custom programs worldwide
  - #28 in open enrollment programs worldwide

US News & World Report: Undergraduate Program Ranking (August 25)

- #3 overall among undergraduate programs in the US, tied with University of Michigan,
  - #3 in management
  - #3 in marketing
  - #3 in real estate (tied with New York University's Stern School)
  - #4 in finance
  - #5 in quantitative analysis
  - #6 in international business
  - #7 in entrepreneurship
  - #10 in MIS (management of information systems)
  - #10 in production

Wall Street Journal/Harris Interactive: MBA Ranking (Sept. 16)

- #14 overall among full-time MBA programs in the world, say corporate recruiters
  - #7 best among public business schools
  - #5 best among small MBA programs (less than 500 students)
  - #2 best for hiring of women among the top 50 ranked MBA programs
  - #2 best school for hiring by technology recruiters
  - #5 best entrepreneurship program
  - one of the ten "Hidden Gems"

Hispanic Business: MBA Ranking (Sept.)

- #6 among MBA programs in the US

America Economia: MBA Ranking (a Latin American magazine, Sept.)

- #14 among full-time MBA programs worldwide

Beyond Grey Pinstripes: MBA Ranking (Oct. 6)

In the second tier and among the top fifteen MBA programs worldwide rated by the Aspen Institute and the World Resources Council on their ability to prepare future business leaders for social and environmental stewardship

Economist Intelligence Unit: MBA Ranking (Oct. 6)

- #16 among full-time MBA programs worldwide

Forbes: MBA Ranking (Oct. 13)

- #21 among full-time MBA programs in the US based on "return on investment"

Global Derivatives: Quantitative Finance Master's Program Ranking (Oct.)

- #1 among master's programs in finance, quantitative finance, and financial engineering in the US and Canada

Finance Pioneer Peterson Passes Away

Retired chief executive of Bank of America and a true Haas legend, Rudolph A. Peterson, BS 25, passed away on December 2, 2003, at his home in Piedmont, California. He was 98.

Peterson was a sterling example of the kind of person attracted to the business school and UC Berkeley in the 20s and 30s. As a child he emigrated to the US from Sweden and grew up on a farm in northern California. After graduating from the business school he made his mark on the financial world through his pioneering role in banking and shaped international development policy through the United Nations Development Program.



Rudy Peterson, BS 25
1905-2003

Over the years, he lent support to the school's corporate social responsibility efforts long before such programs became the norm. "The spark he provided made possible the rejuvenation of teaching corporate social responsibility at the Haas School," says David Vogel, the George Quist Professor of Business Ethics.

Peterson joined the banking industry when consumer financing was a pioneering idea. During his career he worked at Commercial Credit Corporation, the Transamerica Corp., and the Bank of Hawaii.

Peterson was named CEO and president of BankAmerica Corporation in 1963, when it had $14 billion in assets and only about 20 foreign branches. When he retired at the end of 1969, its assets had nearly doubled and it had added about 80 branches overseas.

Peterson was UC Berkeley's 1967 Alumnus of the Year and received the Chancellor's Award in 1991. His 1997 gift endowed the school's Peterson Program in Business Ethics and provided seed money for the Center for Responsible Business, which the school created two years ago.

"Given his values and his role at the Bank of America," says Vogel," he believed it was important for students to understand the social and ethical responsibilities of being a good corporate citizen."

Higher Education Leader Clark Kerr Dies at 92

Business Professor Emeritus Clark Kerr, the chief architect of California's Master Plan for Higher Education, died peacefully on Dec. 1, at his home in El Cerrito, Calif., following complications from a fall. He was 92.

Kerr joined the business school faculty in 1945 and became the founding director of the Institute of Industrial Relations. He rose to prominence on campus during the Cold War, when the UC Board of Regents threatened to fire all professors who refused to sign a loyalty oath. His reasoned advocacy for the faculty position earned him the position as the campus's first chancellor in 1952. In 1958, he was elevated to president of the UC system and returned to the business faculty after being forced from the presidency by the UC Regents, under then-Governor Ronald Reagan, in 1967.



Professor Emeritus,
Clark Kerr 1911-2003

Born in 1911 in Stony Creek, Penn., Kerr received his Ph.D. in economics from UC Berkeley in 1939 and entered a then emerging field, labor economics. His expertise focused on labor negotiations, dispute resolution, collective bargaining, and industrial relations.

Donations in Kerr's memory may be made to a Clark Kerr scholarship fund, c/o University Relations, University of California, Berkeley, 2440 Bancroft Way, Room 100, Berkeley, CA 94720. Checks should be made payable to the UC Berkeley Foundation.

Chesbrough Named a Top 50 Innovator

Henry Chesbrough, Ph.D. 97, visiting assistant professor at the Haas School, was named one of this year's top 50 innovators for his study of technology innovation and its changing dynamics by Scientific American in its December 2003 issue.



Henry Chesbrough,
Ph.D. 97

In his book, *Open Innovation: The New Imperative for Creating and Profiting from Technology*, (Harvard Business School Press, 2003), Chesbrough proposed a new model of industrial research and development as a solution to eliminate the traditional boundaries between businesses, universities, startups, and other sources of innovation.

The book, *Open Innovation*, also was named one of the top business books of 2003 by *strategy+management* magazine, Chesbrough, who received his Ph.D. at Haas in 1997, returned to Berkeley this fall and was appointed the executive director of the recently renamed Center for Technology Strategy & Management.



Faculty News

Jonathan Berk, the Harold Furst Associate Professor of Management Philosophy and Values, has won a $10,000 prize from the International Center for Financial Asset Management and Engineering (FAME) for his paper titled, "Mutual Fund Flows and Performance in Rational Markets." In the paper, Berk and his co-author Richard Green, professor at Carnegie Mellon University, develop a simple rational model of active portfolio management that provides a natural benchmark against which to evaluate the observed relationship between returns and fund flows. The FAME Research Prize is awarded each year by FAME's scientific council to an outstanding working paper in financial asset management or financial engineering.



Jonathan Berk

Jennifer Chatman, the Paul J. Cortese Distinguished Professor of Management, gave an invited talk at the Economist magazine's second annual Innovation Awards and Summit: Making Innovation Count on September 23. She spoke on "Fostering Innovation: People and Organizations." Former Dean **Raymond Miles** was honored at the second annual Young Entrepreneurs at Haas reception on September 17 for his enduring commitment to reaching out to underserved youth in the Bay Area. In 1989, while dean of the Haas School, Miles helped to initiate this outreach program and has continued to play a key role in advising and supporting the program by sharing his deep knowledge of business, management, and education.

Karlene Roberts, professor in the Organizational Behavior and Industrial Relations group, briefed the House Science Committee and Subcommittee on Space at the US House of Representatives in September in preparation of the testimony of Admiral Gehman, chairman of the Columbia Accident Investigation Board (CAIB). Prof. Roberts previously testified before the CAIB on the impact of management factors on the shuttle accident.

Pablo Spiller, the Jeffrey A. Jacobs Distinguished Professor of Business & Technology, has been named as a research associate for the National Bureau of Economic Reseach (NBER). NBER, founded in 1920, is a private, nonprofit, nonpartisan research organization.

David Teece, the Mitsubishi Bank Professor of International Business and Finance and director of the Institute of Management, Innovation, and Organization, was awarded the annual Viipuri Prize in Strategic Management by Lappeenranta University in Finland on September 3, 2003. At the award ceremony, Teece was commended for his outstanding analysis of crucial management problems and his pioneering contributions to the study of technology and innovation management. The prize carries a monetary award of 10,000 euros.

Haas Hosts Business Week CEO Forum



More than 50 CEOs, presidents, chairmen, and board members from companies throughout the Bay Area and beyond gathered at Haas to attend "Jump-Starting the Upturn" at the Business Week CEO Leadership Forum on October 16, 2003. Robert Parry, president and CEO of the Federal Reserve Bank of San Francisco, (pictured top) spoke at the event. Phillip Marineau, president and CEO of Levi Strauss & Co.; and professors Jennifer Chatman and David Vogel spoke on a investments in human capital (at right).

Hosted by Haas' Center for Executive Development, the event drew a stellar group of industry speakers including: William McDermott, president and CEO of SAP America; Vinod Khosla, partner at Kleiner Perkins Caufield & Byers; Dan Warmenhoven, CEO of Network Appliance; and Robert Lutz, BS 61, MBA 62, chairman, North America for GM.

Faculty Provide Fresh Insight in Marketing, Public Policy, and Organizational Behavior

By Ute Frey

Seven new faculty members joined the Haas School in the fall of 2003. Hai Che, Ernesto Dal Bó, and Hillary Anger Elfenbein are featured below. More faculty will be featured in the Summer 2004 issue of CalBusiness.

Che Sheds Light on Consumer Choice

Ever clipped a coupon for your breakfast cereal? Probably not. As Assistant Professor Hai Che will confirm, even when cereal prices were high, consumers would not reach for a different box of breakfast cereal just because it was a few cents cheaper. But did cereal manufacturers realize this and adjust their prices?

These are the kinds of questions the newly minted assistant professor of marketing is addressing in his research. He joined Haas from the Olin School of Business at Washington University in St. Louis, with a Ph.D. in marketing.

The pricing of ready-to-eat breakfast cereals has raised many questions, including at the Federal Trade Commission (FTC). In the 1980s and early 1990s, consumers complaints about the high prices in the cereal market. If consumers were price-sensitive, it was believed, cereal manufacturers should be charging lower prices in order to compete for market shares. Since they were not, they were accused of collusive pricing and became subject to an FTC investigation.

In trying to determine whether cereal consumers really are price sensitive or not, Che found that segmenting cereal consumers into groups based on their purchase behavior — whether they stay with their familiar brand or seek variety — provided a more accurate picture and showed that consumers are less price sensitive than assumed.

It follows that the stronger consumers' loyalty to their purchase behavior, the more cereal manufacturers could raise prices without worrying about losing consumers.

Che then studied the nature of marketers' pricing behavior and strategic interaction. He learned that when ignoring the different kinds of consumer behavior, market data suggests price collusion. However, when taking consumers' loyalty to their purchase behavior into account, the pricing appeared to be competitive, rather than collusive.

For his research, Che draws heavily on his training in economics. Originally from China, he studied finance at Fudan University in Shanghai and did research on how to make the Chinese currency convertible during the economic reform in 1992. After arriving at the Department of Economics at the University of Toronto on a scholarship, he became more interested in industrial organization and decided to apply his training in game theory and econometrics to pursue answers to elusive marketing problems.

"The change worked out well," says Che, referring to the switch from finance to marketing, because it paved his way to Berkeley. "The marketing group at Haas is one of the best in the world. Each professor is one of the best in his or her field, and they are all really active researchers."

Dal Bó on Bribes, Punishment, and Public Policy

From Buenos Aires to Washington, DC, bribes and threats can significantly influence public policy decisions. Exactly how public officials are affected by these forces is the focus of Ernesto Dal Bó, who came from Oxford University to join the Business & Public Policy group as assistant professor.

Originally from Argentina, Dal Bó is concerned with the phenomenon of corruption and political influence.

Dal Bó uses game theory to model how groups successfully exert pressure on public officials not only by bribing them but also by subjecting them to smear campaigns, judicial harassment, or even violence. "Most economists don't make a distinction between bribes and coercion," says Dal Bó. "However, my work shows that the two have very different impacts."

The power of coercion, according to Dal Bó, can cripple a country's political system. Dal Bó's research is the first to prove analytically that societies where violence is rampant are more corrupt. "Our model provides an explanation of how those two phenomena — violence and corruption — relate to each other."

According to some media reports, the going rate to have a person killed in some Latin American cities is about $800. "Given that reality [that assassination is so inexpensive]," says Dal Bó, "do you think the mayors of those cities make their own decisions?" Furthermore, Dal Bó found that coercion in politics makes political careers highly unattractive to a country's young talent. Public policy decisions are then made by less talented or less skilled individuals.

These findings are presented in a series of papers: "Capture by Threat," published in the Journal of Political Economy, and "Plata o Plomo: Crime and Punishment in a Theory of Political Influence."

An overarching concern with democratic politics led Dal Bó to examine societies' reliance on collective decision-making bodies, such as committees or parliamentary assemblies.

Common wisdom has it that groups are more difficult, or more expensive, to influence than individuals. In his paper, "Bribing Voters," however, Dal Bó demonstrates that through special incentive schemes a special interest group can at no cost manipulate a group's collective decision made through voting and induce inefficient or undesirable outcomes.

The paper also provides a framework for how bribes and influence affect observable and unobservable (or secret) votes. "This explains a real life contrast," says Dal Bó, "while votes are secret in general elections, they are public in legislatures." Dal Bó's model shows that because the public voting requires higher bribes to manipulate a legislator the electorate tends to benefit more from observable votes rather than the bribers do.

Finally, Dal Bó shows that the use of assemblies to direct policy decisions can help reduce policy uncertainty. Supermajority voting rules (requiring more than 50%) help societies achieve a compromise between the need to commit to certain policies while retaining the flexibility to adapt them to changing times, Dal Bó explains. Since supermajority rules induce a bias toward the status quo, a central bank, for example, might require a supermajority for decisions on money supply to favor a more conservative policy.



Assistant Professors Ernesto Dal Bó, Business and Public Policy; Hillary Anger Elfenbein, Organizational Behavior and Industrial Relations; and Hai Che, Marketing, were among seven ladder-track faculty who joined the Haas School faculty in 2003-2004.

Elfenbein Explains Emotion in the Workplace

Emotions are not only a fact of life and a reality in the workplace, but to Hillary Anger Elfenbein they play a critical role in how individuals get their work done and how well they succeed in a team environment.

The newly minted assistant professor in the Organizational Behavior and Industrial Relations Group came to this conclusion in the course of her own work experiences.

"When I worked in consulting, my office was right next to the mailroom," remembers Elfenbein, "and all day people getting their mail stopped by to talk about their interpersonal issues and conflicts." She realized that the personal interactions among consultants and between clients and consultants were much bigger drivers of success than the technical quality of the financial and management analysis.

"Emotional expressions are evolutionary processes to help us get along in a social environment such as the workplace," Elfenbein explains. "People are constantly scanning the emotional states of those around them, not for social reasons but to get their jobs done."

To test the differences in people's ability to interpret emotional cues accurately, she conducted experiments with randomly assigned teams at the outset of their one-year work program with Americorps. Some groups outperformed what she would have expected them to accomplish based on their individual test scores, and some groups underperformed.

"Even after being together for only one week, some teams had already jelled in the way that they interpreted each others' emotions and other teams were at a loss with each other," she found.

People interpret emotional signals without being aware of it, and that plays a huge role in hiring, promoting, and teamwork decisions, concludes Elfenbein. "In the modern corporation, we are looking for a good fit, but what it means to be a good fit is very ambiguous. We often don't realize the type of information that is giving us the gut decision why this person will fit in here and this person will not. Whether a person's style feels comfortable is largely driven by their match with our own interpersonal style."

The challenge of reading emotional cues is amplified when communicating with someone from a different culture. Elfenbein discovered this first-hand while working in India. "What I thought were expressions of anger was just a more emphatic way of speaking," she remembers. "At the same time, at first my own statements often were not taken seriously enough because I did not express them very emphatically."

"There is this myth that emotion is universal, but that's only partially true," she says. Although researchers have shown that people around the world could understand each others' emotional expressions better than chance would predict, Elfenbein found that something still gets lost along the way. In analyzing the results of 87 prior studies she proved that people systematically understand the emotions of individuals from their own cultural group better than those from another.

This has big implications for multinational workplaces. Elfenbein is planning to research how expatriate executives adjust to their positions abroad. "A lot of these international transfers underperform against what they were expected to accomplish," says Elfenbein, who hopes to shed light on how cultural differences in emotional styles can add to the challenge of working abroad and how to improve quality of cross-cultural assignments.

Upcoming Profiles in CalBusiness Summer 2004

Pierre Collin-Dufresne, *Associate Professor of Finance*

Qintao Fan, *Assistant Professor of Accounting*

Maria Nondorf, *Assistant Professor of Accounting*

Marko Terviö, *Assistant Professor of Economic Analysis & Policy*

International Markets Offer Lessons to US Investors

By Diane Anderson

It turns out that it really is a small world after all — investors the world over follow similar investing patterns, often to the detriment of their portfolios. This spring Mark Seasholes, an assistant professor of finance at Haas, presented findings from an ongoing study that examines individual stock account data from outside the United States.



Mark Seasholes, assistant professor in the Finance Group.

"We need to look at overseas markets to confirm or expand how we think of stocks," explains Seasholes. "A lot of what we think is exclusively based on US data. The US is a huge, liquid market, and we consider it to be well-developed and regulated. But other markets might offer new insights because they have different rules or simpler markets." One region Seasholes focused on was the People's Republic of China (PRC).

Seasholes found that the stock under-diversification problem plagues more than just individual investors in the United States. His PRC data includes more than 90,000 investor accounts trading in approximately 1,000 stocks on two stock exchanges: the Shenzhen Stock Exchange and the Shanghai Stock Exchange. The average investor there holds three stocks (compared with four in the United States). But investors "tilt" their portfolios, putting 33 percent of their money in stocks with headquarters in their own region, which is called "home bias." They also have a "cultural affinity bias," which means investors tend to hold stocks of companies with headquarters in the province where they were born.

"In the United States, we see similar behavior," says Seasholes. "For example, in the Bay Area, we hold Silicon Valley stocks because we are exposed to those companies and people feel a kinship with those companies." Basically, where investors were born and where they currently live determine their preconceptions about a company. "News about new products or earnings may be the same across the country, but your 'prior beliefs' bias you."

Investment strategies, such as deciding what to trade and when to trade it, are not as objective as they might be.

Investors should try to avoid such biases and do thorough research before deciding to trade, says Seasholes. And buying shouldn't be based simply on which companies you have heard of or which stock names you recognize.

In China, investors also tend to hold stocks that trade on the exchange near where they live. This is not seen in the United States because of the market structure (i.e., China has different listing rules than America does.) A company based in Beijing may operate all over the PRC, but the stock can be listed on only one exchange — either the SSE (Shanghai Stock Exchange) or the SZSE (Shenzhen Stock Exchange). An investor is likely to invest in stocks listed on the exchange near where the investor lives.

Seasholes'advice? Again, be sure to diversify. "We all tend to under-diversify our portfolios. We learned this the hard way with Enron. The best advice for investors is to put your money in a well-diversified fund. Funds that track the S&P 500 are popular choices," says Seasholes, because they contain a mix of all stocks: automobile manufacturers, utilities, high-tech companies, biotech, etc.

Seasholes also warns of "loss aversion." For example, consider an investor who holds three stocks: one that is trading above the original purchase price, one at the purchase price, and one much lower. Naive investors tend to sell the stock that is trading above the original purchase price and recognize a capital gain. Recognizing the capital gain makes the investor feel good and confirms his or her feeling that they have chosen good stocks. Unfortunately, investors tend to hold onto stocks that are trading below the purchase price. Investors are very reluctant to sell at a loss and (often) mistakenly think that they'll make up the loss over time by holding on to the loser stock.

"Investors can train themselves to react less in a knee-jerk manner," says Prof. Seasholes.

"This psychological phenomenon is well-documented in the United States by Professor Terry Odean (also at Haas)," says Seasholes. "But it appears to be a human characteristic; an innate trait, not just a quirk of the US market."

Do investors need to learn to escape this loss-aversion bias? "Yes," Seasholes says emphatically, and he offers hope that it's possible. "In the PRC, we have seen evidence that investors can train themselves to react less in a knee-jerk manner." As an individual has more experience trading stocks, the individual tends to be able to recognize losses and get out of bad investments.

Leading by Example or by Sacrifice: Two Methods for Effective Leadership

By Ute Frey

What makes effective leaders is often perceived to be a function of outstanding leadership qualities, such as having charisma or vision. For Benjamin Hermalin, Willis H. Booth Professor of Banking and Finance, however, the one thing that undeniably makes a leader is the fact that he or she has followers.

While Hermalin does not dispute the value of leadership characteristics, he has focused his research on the dynamics that exist between leaders and followers. Since following is a voluntary act, Hermalin writes, it is the followers who determine their leaders.



Benjamin Hermalin, the Willis H. Booth Professor of Banking and Finance in the Economic Analysis and Policy Group.

Hermalin has used economic modeling techniques to show how leaders inspire others to follow and what tools they use to be effective. Following up on a 1998 paper, in which he described leadership dynamics in a single situation, a more recent paper, issued this year, looks at these dynamics in repeated interactions and shows how leaders and followers influence each other over time.

A leader's reputation for honesty is critical because, as Hermalin says, "people follow because they believe in their leader, not because they were coerced or rewarded for doing so.'

His recent paper demonstrates that followers are most likely to accept a leader when they are most uncertain about what action to take. Therefore situations of uncertainty offer opportunities for leaders to strengthen their reputations.

But reputation is not always sufficient in getting followers to cooperate. Sometimes leaders need tools to convince their followers of their trustworthiness. Whether knowingly or unknowingly, leaders draw on two basic methods to signal their trustworthiness, according to Hermalin: leading by example and leading by sacrifice.

In leading by example, leaders signal their followers by being the first to take an action. This approach is inherently known by most people. For example, parents often set the example when teaching their children appropriate behaviors, such as stopping at red lights.

A second approach, leading by sacrifice, allows leaders to demonstrate to their followers the importance of an action by offering a gift or making a sacrifice. Examples range from world-changing events, such as Mahatma Gandhi's hunger strike to end the violent uprisings in India, to the mundane, such as a parent offering refreshments at a PTA meeting to entice other parents to attend.

Followers, in turn, can affect the dynamic by how they respond to the leader's action. If a leader is dishonest, followers can punish him/her by ceasing to trust or by ceasing to pay tribute. The future cost of being dishonest today is often sufficient to motivate the leader to be honest.

"A lot of leadership is based on trust," says Hermalin, "which is easy to maintain during good times." However, he explains, during bad times a leader has to balance the short-term loss of the followers' trust by communicating a bad state of affairs with the long-term benefit of a maintaining a reputation for honesty. "You have to be able to walk the walk," says Hermalin, "especially when times are difficult."

A word of advice to aspiring leaders: "Think about the symbolic value of making sacrifices," says Hermalin. "Your passion will show that something is worth doing."

New Faculty Books

Super-Flexibility for Knowledge Enterprises

Homa Bahrami, senior lecturer, and Stuart Evans

Springer, 2004

Globalization and a High-Tech Economy: California, the United States and Beyond



by Dwight M. Jaffee, the Willis Booth Professor of Banking, Finance, and Real Estate, and Ashok Deo Bardhan and Cynthia A. Kroll, both researchers at the Fisher Center for Real Estate and Urban Economics.

Kluwer, 2003

Open Innovation: The New Imperative for Creating and Profiting from Technology

Henry Chesbrough, visiting assistant professor

Harvard Business School Press, 2003

Railroad Bankruptcies and Mergers from Chicago West: 1975 - 2001

Michael Conant, professor emeritus

Elsevier, 2004

Working GlobeSmart: 12 People Skills for Doing Business Across Borders

Ernest Gundling, lecturer

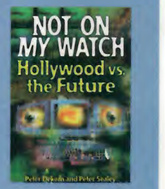
Davies-Black Publishing, 2003

Japan's Network Economy: Structure, Persistence, and Change

James R. Lincoln, the Warren E. and Carol Spieker Professor Leadership, and Michael Gerlach, associate professor

Cambridge University Press, 2004

Not on My Watch: Hollywood vs. the Future



Peter Dekom and Peter Sealey, adjunct professor of marketing

New Millennium Press 2003

Merger Remedies in American and European Union Competition Law

Francois Leveque and Howard Shelanski, affiliated professor (editors)

Elgar, 2003

The Dynamics of Regulatory Change: How Globalization Affects National Regulatory Policies

David Vogel, the George Quist Professor of Business Ethics and Robert Kagan (editors)

University of California Press, 2003

A MASTER OF BUSINESS

Williams-Sonoma's Howard Lester Turns Good Taste into a Billion Dollar Business

BY MARGUERITE RIGOGLIOSO



Howard Lester in the demonstration kitchen of the new Williams-Sonoma flagship store in downtown San Francisco.

Howard Lester's life has taken him from humble beginnings in Oklahoma to the upper echelons of household couture. The wizard behind one of the country's poshest retailers, Williams-Sonoma, Lester has virtually created the "casual elegance" niche for the kitchen and home. Along the way, he has also generously given back to the community, serving on many industry and philanthropic boards, including that of the Haas School, and endowing the school's Center for Entrepreneurship and Innovation in 1991, named in his honor. For his outstanding contributions to the retail business and the school, Lester was recently named Haas School's Business Leader of the Year.

Lester grew up in Durant, Oklahoma, in a family that was, as he describes it, "dirt poor." "My father was in and out a lot, leaving my mother to raise my younger brother and me," he told CalBusiness during a recent interview in his elegantly appointed corporate office overlooking the San Francisco Bay. When his father left the family for good, the 13-year-old youngster was forced, he says, "to grow up quickly."

Yet Lester says he had a strong role model in his mother, whom he describes as "hard-working, god-fearing, and honest. "Her favorite slogan was, 'There's no such word as can't. There's only can't hardly,'" he recalls admiringly.

Still, Lester was, by his own account, "a bit lost" as a young man, attending the University of Oklahoma only to drop out a year later. He credits the US Army, which drafted him shortly afterward, with further instilling values such as discipline and orderliness into his life. The army also taught him another important lesson. "Unlike your family or your school, the military doesn't have your best interests at heart," he explains. "It was good training for business."

After being stationed in Munich, Germany, during the Korean War, Lester returned to the University of Oklahoma, where he finished up as a business major and immediately went to work selling IBM computers. But the enterprising streak instilled in him by his mother quickly emerged: Lester simultaneously opened an employment agency, and later started his own small computer services company. Both of these ventures, he says with a laugh, "ended up in failure," but Lester gathered the lessons, raised $100,000 to start an automated services company, and became the president of his own firm in 1962 at the tender age of 26.

Over the next 15 years, Lester purchased, developed, and sold a number of computer software companies, including Centurex, which he led to become the largest seller of packaged software to commercial banks in the 1970s.

In 1976, Lester made the sudden decision to step out of business to reevaluate his goals. "At first I enjoyed saying 'I can do anything I want today,'" he says, "but after six months it turned into 'I don't have anything to do today.' I knew I needed to find something else to get me up in the morning."

Putting the word out to his colleagues in the banking world that he was looking for another venture, Lester was eventually led to a small company in the San Francisco Bay area called Williams-Sonoma, a specialty kitchen retailer with four stores and a mail-order catalogue. The company was eking out $4 million in sales and suffering financial losses. Its founder, Chuck Williams, was more a merchant than a manager, and needed someone to rescue his operation. Lester found a partner and bought the teetering enterprise for a mere $100,000.

"I came to San Francisco, went to work, and 26 years later, I'm still here," says Lester, who served the company as CEO until 2001, when he stepped down to become chairman of the board. "Running this business has been a total joy," he continues. "It's never been about money, it's always been about loving what I do and being proud of the people I work with."

> "It's never been about the money, it's always been about loving what I do and being proud of the people I work with."

Yet under Lester's deft leadership, the money assuredly has followed. Williams-Sonoma has grown at a compound rate of over 30 percent for the past 25 years, and sales now exceed $2 billion a year. The company went public in 1983.

Lester's retailing giant not only sells the top-of-the-line culinary and casual entertaining merchandise through its hundreds of tony Williams-Sonoma stores throughout the country and its catalogs, and e-commerce sites, but it also has expanded to include items for the rest of the house. Lester purchased the home furnishings outlet Pottery Barn in 1994, which is aimed at the middle market. Pottery Barn subsequently spun off two new brands, Pottery Barn Kids and PBteen to reach the under-20 youth markets. Williams-Sonoma has also launched West Elm, a low-end home furnishings brand for young adults, and Hold Everything, a company that provides creative home-storage options. In 2005, the Williams-Sonoma brand itself will branch out beyond kitchen and entertaining-related merchandise into upscale furnishings and items for the rest of the home.

Lester says that he has built the Williams-Sonoma line on the cache that founder Chuck Williams established more than four decades ago when he began selling unique kitchen items from France to American aspirants of the gourmet lifestyle. "Williams is the best housewares merchant in the country and he has impeccable taste," says Lester of the now-octogenarian founder, who maintains a guiding hand in the company. "His first stores were in the right places, such as Rodeo Drive in Los Angeles. I've continued what he started by making sure we're thought of as couture. When shopping malls try to put us next to the food court, I make sure we're next to Neiman Marcus instead."

Patrick Connelly, executive vice president for marketing at Williams-Sonoma, who has worked with Lester for almost 25 years, credits Lester with consistently having provided a clear vision for the company. "Howard has had the ability to envision a future for us at every stage of our growth, and then to make that vision become a reality," Connolly says. "He has tremendous determination; he never lets temporary setbacks keep him from accomplishing his goals."

Lester's determination, which harkens back to the values instilled by his "never say can't" mother, is what has allowed Williams-Sonoma to successfully push past at least three recessions during the company's history, including the current one. "We're executing well, and that's the key to maintaining and gaining market share, even in a down economy," he says. "The past few years have actually been the best ones in Williams-Sonoma history."

Lester's emphasis on corporate creativity plays no small part in keeping the company buoyed along on rough seas. "Typically, as firms get bigger, they have a harder time maintaining their entrepreneurial energy," he explains. "We actually have the opposite problem at times — too many ideas! Our challenge is keeping focused."

The former CEO has presciently recognized that one of the main ways to keep a company energized is to have a lot of women around, and he has been something of a pace-setter in providing solid professional opportunities for women. "About 80 percent of our employees are women," he says. "They are just great, not only because they have creative ideas, but because they are fanatical about details. Many of the people in our top managerial positions, our CFO and most of our store vice presidents and regional and district managers, are women."

As chairman, Lester still maintains a strong hand in the company's affairs, though these days he spends more time on his board work and philanthropic activities for organizations such as the Boy Scouts of America, the Retail Institute of Santa Clara University, the San Francisco Museum of Modern Art, and the Haas School, where he occasionally serves as a guest lecturer. He also devotes time to his wife, Mary, and his three adult children and three grandchildren. And he indulges a fierce passion for golf.

An inductee into the Hall of Fame in his home state of Oklahoma, Lester says he feels deep satisfaction looking back on his personal and professional life. "It's a long way from Durant, Oklahoma, to the corporate offices of Williams-Sonoma," he reflects. "If you've traveled the journey I have, you've got to be proud."

by Sarah Benson and Paulina Borsook







Innovative courses such as Rapid Prototyping are key to the success of the MOT program. Here, student teams gather for the course's tradeshow at the end of the semester to share their inventions. At the far left, College of Engineering (COE) students Daniel Hooks, Eli Leland, Elaine Lai, and Alex Do display their energy demand response module. The Visio Bike team (center) includes Anne-Sophie Ducollet (COE), SIMS student Ashley Tan, Greg Burton (COE), Damien Courvalin, (COE), and Berkeley MBA student Jeff Weiser, MBA 04. At the left, three Berkeley MBA students pose with the prototypes created by their teams: Anita Yuen, MBA 04, of Blindsight; Mark Martel, MBA 05, of SafetyNet; and Rayne Ng, MBA 04, of Comminicast.

Beyond Dotcom

The Marriage Between Business and Technology Continues to Create Opportunities and Growth at UC Berkeley

One of the core experiences for all students in the Management of Technology Program at UC Berkeley is the hands-on collaboration across disciplines. Business, engineering, information systems, and other students join together in teams in which they are encouraged to break the bounds of their own academic disciplines and reach for something more. These cross-disciplinary teams will go global in Spring 2004 as the MOT Program sends eight diverse student teams to developing countries around the world as part of a joint Berkeley-United Nations annual conference.

This UN conference, entitled "Bridging the Divide 2004: Technology, Innovation, and Learning in Developing Economies," is just one of the many new initiatives in the MOT's innovative bag of tricks. (See page 2 for conference information.)

The conventional wisdom these days would seem to hold that technology has lost its luster and ability to attract students in programs such as MOT, which is a partnership between the Haas School of Business, the College of Engineering (COE), and the School of Information and Management Systems (SIMS). But at UC Berkeley, MOT is in the midst of a renaissance, and is now so popular that its has grown to become the largest program of its kind in the US, with about 600 students enrolled in MOT classes at any given time.



MOT is lead by Executive Director Andrew Isaacs; Professor Emeritus Robert Cole of the Haas School; and Professor Paul Wright of the College of Engineering.

Joining Forces on Campus

The interdisciplinary nature of the MOT program brings students together in ways that are not always possible at other universities. "Most universities don't have both business schools and engineering schools or, if they do, they're often at loggerheads," says Robert Cole, professor emeritus and faculty co-director of MOT. "What's exciting about MOT is the joint venture between business and engineering. MOT gives both business and engineering students full exposure to all issues — and they learn from each other. In other business programs, this working together is a rare commodity."

According to Haas School Dean Tom Campbell, the three-way partnership behind the MOT program is just one aspect of what makes it great. "They also have excellent leadership and ideas and superb implementation," he says. "It's a real home run of a program."

Since Isaacs took charge of MOT in 2000, the program has grown from offering 15 classes to 50 classes, with enrollment growing 20 percent a year. Addressing the relevance of technology to all of contemporary business, MOT courses cover everything from a biotech course to facilities design to risk management to intellectual property, along with core offerings on information technology, Internet strategy, and entrepreneurship.

"We have always been a great team going back to the founders of the program, professors Karl Pister (engineering), David Hodges (engineering), Ray Miles (Haas), and David Teece (Haas) 15 years ago," says Paul Wright, engineering professor and faculty co-director of MOT. "In the early 90s lecturer Sara Beckman (Haas) and Rob Leachman (COE) set the stage for Bob Cole and me to expand the program during the dot-com mania. We recruited Susan Reneau to run the day-to-day operations. With Drew Isaacs' incredible energy and marketing skill, we have used that stable base as the launching point for gifts and grants from all over the world and Silicon Valley in particular."

The remarkable growth of the MOT program is testimony to the inherent value that students, faculty, and industry leaders find in the program. "Technology is woven ever more into every day life," says Cole. "There are so many ways for it to go wrong at the business level, from figuring out how to acquire technology to producing something that is useful for consumers. How do you manage technology – that is the true challenge!"

From Doodle to Prototype

Walking hand-in-hand with industry is key to MOT's success. This connection is reflected in the industry fellowships, high-caliber guest speakers, and real-world projects the program offers. "We have CEOs, VPs, and venture capitalists coming in to lecture," says Amir Sharif, MBA 03, director of marketing at Silicon Valley startup Tasman Networks. "It's great when 15 students in a room can grill someone like Google CEO Eric Schmidt [MS 79, Ph.D. 82 (EECS)]."

The program creates synergy between business and technology through courses such as Haas Senior Lecturer Sara Beckman's "New Product Development" and Wright's "High-Tech Design and Rapid Prototyping." In Beckman's course, the MOT students form to execute a major project — developing a product from idea through first pass prototype. The crop of products from Beckman's class in fall 2003 included a lightweight backpacking shelter, a localized sound alarm clock, a small stuff finder, and a car diagnostics system among many other items.

In recent years, teams in the Rapid Prototyping course have used wireless sensor-based nodes (called motes) developed by Intel engineers and UC Berkeley Electrical Engineering and Computer Science faculty as the basic platform for the course. At the final tradeshow event of this year's class, students showcased their work including a motorcycle helmet outfitted with a wireless communication system; a device to help parents locate lost children; a hands-free, keyless, automobile entry control device; and a system for tracking dramatic changes in life signs.

Says Beckman's student Jason Stein, MBA 04: "My decision to come to Berkeley was heavily weighted by the fact that it is so strong in engineering and knowing that I would be having contact with engineers."

> *"MOT is one of very few programs where students actually get to experience the way they'll be working in companies, where product managers collaborate closely with engineers."*
> — Mark Kvamme, BA 85

From Learning to Doing

Numerous industry fellowships give MOT students direct access to the business leaders in their areas of interest. Mark Kvamme, BA 85, general partner at the venture capital firm Sequoia Capital in Menlo Park and a mentor for the MOT Mayfield Fellows says, "MOT is one of very few programs where students actually get to experience the way they'll be working in companies, where product managers collaborate closely with engineers."

MOT now offers several industry fellowships:

- IBM Venture Fellows intern within IBM's internal new-venture organization;
- Mayfield Fellows intern with top-tier venture capital firms and their portfolio companies;
- Hitachi Fellows work on market applications of Hitachi's new tiny "Mu chip";
- Sandia Fellows work on commercializing technology of the US Department of Energy Laboratory;
- Sun Microsystems Fellows work on developing IT solutions in China's rapidly expanding market;
- China Fellows spend 10 days in China interviewing executives and government officials about technology management;
- UN Fellows will conduct field research with the United Nations Industrial Development Organization (UNIDO) to bring appropriate technologies to developing nations, an offshoot of the new UN conference.

From Idea to Company

For MOT students from any discipline, the program can provide the critical tools for taking an idea from the drawing board and creating an actual company. One of the high points of the MOT program for budding entrepreneurs is Isaacs' course, "Opportunity Recognition: Technology and Entrepreneurship in Silicon Valley." Peter Fiske, MBA 02 and CEO of the startup RAPT Industries in Livermore, Calif., says he was able to recognize such a technology opportunity when it came his way because of Isaacs' class.

Fiske, who also holds a Ph.D. in materials science and geoscience, worked for eight years at Lawrence Livermore Laboratories (LLL) before enrolling in the Haas School's Evening & Weekend Program and taking Isaacs' course. Then at LLL he met an inventor "who had a great idea but needed a business plan," says Fiske. "We wrote one and won the UC Berkeley Business Plan Competition." The team took home over $50,000 to begin RAPT, now a six-person company with several million dollars in contracts for their high performance optics technology. Fiske says, "Meeting Drew gave me great exposure and contacts. The MOT program was the best of my Haas experiences."

Smith Gift Adds $2M to Endowment

When longtime friend and alumnus of the Haas School, Bernard "Red" Smith passed away January 23, 2002, he left a sizable gift to the school — $2 million in endowment. The estate just completed probate in April 2003.

Born in 1905 in Terra Haute, Indiana, Smith moved to California in 1924 and then graduated from the Business School at UC Berkeley in 1926. During World War II, he served with the army in the Pacific and after the war he and his wife, Hildred, settled in Los Angeles. He quickly began a career in the garment business, primarily in women's wear, which spanned 66 years. He was a salesman in the western United States for most of his career and at one point ran his own manufacturing plant in Los Angeles.



Bernard "Red" Smith, BS 26

"Mr. Smith exemplifies the loyalty and foresight of many of our alumni," said Larry Lollar, assistant dean for Development and Alumni Relations. "His thoughtfulness in designating the school as the major beneficiary of his estate will have a significant impact on the school. His gift will go directly into an endowed fund that will generate income for the support and recruitment of outstanding faculty — the highest priority for the school at this time."

Dean Tom Campbell said that "this gift from Mr. Smith illustrates the effect that one person's generosity can have on the school. Not only will his gift help us reach our endowment goals, but he will be remembered always as one of our most generous benefactors. We are truly grateful."

Gift Revitalizes Young Entrepreneurs at Haas

The Young Entrepreneurs at Haas program (YEAH) started fall 2003 with a new slate of programs thanks to a $1 million gift from Simpson Manufacturing.

Programs that provide outreach to middle and high school students, such as YEAH, have seen deep budget cuts from the state of California. With this new five-year gift, YEAH now has the resources to revamp its existing program for middle school students and create a new Youth Leadership Program to continue to serve YEAH participants through their final two years of high school.

"This latest gift is an example of Barc Simpson's [BS 66] generosity of spirit and his commitment to helping others succeed in business and in life. With the recent state budget cuts, his gift could not have come at a more urgently needed time" said Larry Lollar, assistant dean for Development and Alumni Relations.

This summer, the first fifteen economically disadvantaged youth joined the Haas School as the inaugural cohort of the Youth Leadership Program. The program draws participants from the existing YEAH Saturday Academy for ninth and tenth grade students.

At the middle school level, YEAH's new After-school Business Clubs will serve students with an interest in business and social enterprise. Over the school year, the students will work with their undergraduate mentors to study a community issue and develop a product or service to address the issue.

"Simpson Manufacturing is pleased to be able to participate in YEAH," says Thomas Fitzmyers, president of Simpson Manufacturing Company. "One of the things that is exciting to us about YEAH is that it helps young people with a lot of talent who may not have had the opportunity to use that talent. We are committed to supporting the Haas School's efforts to help youth, who may not be as fortunate as others, succeed."

haas.berkeley.edu/yeah



Second Annual Haaski Open, May 10

Mark your calendar for the second annual Haaski Open charity golf tournament, which will take place on Monday, May 10, 2004, at the Claremont Country Club. All proceeds from this event support academic needs at the Haas School of Business.

Building upon the success of the inaugural Haaski Open in 2003, this fundraiser is turning into a wonderful tradition for the Haas School. It features a scramble golf tournament, a short-game shootout, raffle prizes, live and silent auctions, a catered reception, and much more. Non-golfers are encouraged to participate in the auction and reception.

For more information or to pre-register, please contact Jeff Rhode in the Development office at rhode@haas.berkeley.edu or 510-642-1907.

Senior Development Staff Join Haas



Chris Good

Chris Good and Amy Franklin-Willis joined the Haas School of Business as senior development officers last fall.

Previously, Good was the director of development at UC Berkeley's Graduate School of Education. He also served as director of development at the Great Valley Center in Modesto and as regional development director in University Relations at Cal. Good received his BA in economics from UC Berkeley in 1983 and a Master's Degree in human resource management from Catholic University in 1993. He can be reached at good @haas.berkeley.edu or 510-642-1509.



Amy Franklin-Willis

Most recently, Franklin-Willis served as associate director of Major Gifts at Mills College in Oakland. Prior to this Franklin-Willis was the director of Development Research at Trinity College in Hartford, Connecticut. She also served as a research analyst with the American Cancer Society in Oakland. Franklin-Willis received a BA from Mills College in 1994. She can be reached at amyfw @haas.berkeley.edu or 510-642-5798.

Connected at Haas

THE HAAS COMMUNITY CONNECTED AROUND THOUGHTFUL TOPICS IN 2003







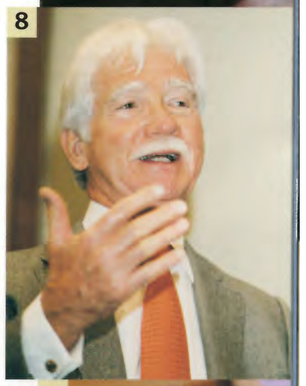
















1. Richard Kovacevich, chairman and CEO of one of the nation's largest banks, Wells Fargo & Company, spoke on the importance of leadership saying "leadership flows to those whose vision can inspire their team," at Haas in October for the Dean's Lecture Series. 2. Later in October, Chairman for GM North America, Bob Lutz, BS 61, MBA 65, shared his insights on corporate management and the importance of great design to a standing-room-only crowd at Haas. 3. Dean Tom Campbell with Williams-Sonoma founder Chuck Williams and chairman Howard Lester at the Haas Gala in October. 4. Alfred Chuang, founder and CEO of BEA Systems, gave an engaging talk at the Dean's Lecture Series in early November on the future of enterprise software and its potential roll in the high-tech resurgence. 5. At the 2003 Women in Leadership Conference in November Linda Dillman, senior vice president and CIO for Wal-Mart Stores, and Jenny Ming (pictured here), president of Old Navy at Gap Inc., addressed the issues facing female leaders in large organizations and their strategies for staying at the forefront in their fields. 6A "Passion and Discipline: Don Quixote's Lessons for Leadership," a film by James March was presented at Haas on November 17. Reacting to the film was a distinguished panel that included March, an emeritus professor at Stanford, and David Teece, the Mitsubishi Bank Professor of International Business and Finance at the Haas School. 6B. Panelist John Reed, interim chairman of the New York Stock Exchange and former CEO of CitiCorp, spoke with students at the reception following the event. 7. Speaking on the topic of brand relationships at the annual David A. Aaker distinguished lecture in November, Jennifer Aaker, BA 89, associate professor at Stanford's Graduate School of Business and daughter of Professor Emeritus David Aaker, encouraged the audience to explore its own perception of brands and how this perception changes over time. 8. Advanced Micro Devices (AMD) founder and Chairman Jerry Sanders shared his experiences from the front lines of battling for market share in the highly competitive semiconductor market at the 6th annual Leading Edge Technology Conference in September. 9. Katherine Schipper, board member of the Financial Accounting Standards Board, delivered the keynote address at the annual Center for Financial Reporting and Management Conference in November. 10. Robert Grady, partner and managing director of the Carlyle Group, spoke on the future of California's high-tech economy at the 2003 Business Forecast Luncheon, titled "California's Technology Economy: Dead or Just Resting? Where do we grow from here?"

News From Your Classmates

Alumni Notes

Undergraduate

as Alumni network is over 30,000 ong?

as at least one alum in all 50 states, alums in over 70 countries worldwide?

ooo alumni attended at least one sored event this past year?

ions at the Haas School is busier and better our goal of connecting alumni to the school, to her. A few years back, we changed our name Haas to Alumni Network, to highlight the fact nprise a vital network of people. We also did which means that all alumni automatically are to take advantage of it.

to highlight two vehicles that keep our alumni l: the web of Haas Alumni Chapters located e world, and our online tools and services a the Haas@cal community.

the Haas Alumni Network boasts over 45 chap- egional representatives worldwide. The chapters volunteers who plan activities and events that ni engaged and connected. Naturally, our most apters are those located in the Bay Area, where ty of our alumni live. The San Francisco, East South Bay chapters hold frequent social, educa- l family-oriented events. Chapters across the US ide also get together regularly to hear faculty hold informal and more intimate dinners, and s with alumni from other top business schools in ns. Where ever you are, we encourage you to ni and stay close to Haas.

work has really hit its stride. Via the Haas@cal vide @Cal program – we now offer a strong y, regional and special interest based e-mail ding options, in addition to Haas' informative tp://www.haas.berkeley.edu/alumni). Students ne online community, both to network and get from alumni from Haas and the entire Cal ou to register yourself on the @Cal community to start getting back in touch with classmates e Haas web calendar, which lists school-based s chapter events throughout the world.

– or welcome you back – as a member of the o see you soon.

1942

George C. Erb, BS, of Orinda retired in 1982 after serving 37 years in various management capacities. He and his wife recently celebrated their 60th wedding anniversary with their five children and their families. He is a member of Rotary Club, SIRS, and the Safeway Retirees Association.

1951

Hugh T. Gordon, BS, has spent 30 years in the South Pacific in New Zealand. He has nine children and step-children, six grandchildren and one great-grandchild. He writes, "We live in a delightful beachfront spot on Tasman Bay at the top of the South Island of New Zealand. I am no longer in business activities. Most fortunately, I am blessed with good health. Busy? I didn't know what busy was until I retired! I am active in community affairs and enjoy looking after our property and our bed and breakfast facility. See our Web site at www.barking-fish.co.nz and pay us a visit! Thanks Haas for keeping us in touch with Cal Business and Berkeley."

1957

Bob Hearther, BS, is retiring from business in the Lake Tahoe area. He settled Tahoe in 1974, residing in the Dollar Point area of Tahoe City. He helped build and operate the Carnelian House Restaurant in Carnelian Bay, Calif. He sold his interest in 1988 when his last son graduated from North Tahoe High School. After that, he reentered the real estate field and recently completed his 15th active year with Coldwell Banker. Both his boys graduated from the Naval Academy in Annapolis, Md. He and his wife, Jennifer, are selling their home and plan to move to the Gold Country near Pioneer, Calif.

1959

Delwin A. Roy, BS, see MBA 1960 notes.

1962

Carlo Americo Odella, BS, owns Europamerican Tile and Marble in Dayton, Ohio, a retailer and contractor of ceramic tile and marble.

He offers a 15 percent discount to any UC alum who mentions "Go Bears" when ordering from the business's Web site, europamerican-tile.com.

1963

Sonny Low, BS, of Alexandria, Va., is regional coordinator of US Development Assistance for Asia and the Near East for the USAID Bureau for Economic Growth, Agriculture & Trade. He rotated to his Washington DC assignment from Guatemala, Central America. He and his wife, Mirian E. Low, have three grandchildren, who live in Ecuador.

Steven Okamoto, BS, of Foster City, Calif., writes, "After 38 years in the insurance and investment business, I retired two years ago to begin a most worthwhile career as the director of planned giving for the American Cancer Society. My territory includes the Silicon Valley as well as the entire state of Hawaii. Anyone wanting to leave both Berkeley and the American Cancer Society in their wills or trusts, please contact me, steve.okamoto @cancer.org."

1964

Schuyler Bailey, BS, see MBA 1965 notes.

1967

Herman L. Boschken, BS, see MBA 1968 notes.

John B. Lovewell, BS, of Atherton, Calif., writes, "I am a commercial real estate developer operating in Silicon Valley and the Bay Area. Based in Palo Alto, Keenan Lovewell Ventures develops office, industrial, and research buildings. We generally develop for our own account, and have leased our projects to such companies as AOL, Netscape, Nokia, Xerox, Lockheed, and a variety of others. Before my development career of 22 years, I was a banker and mortgage broker. I have been married to Cynthia Barry for 31 years and have two college-age kids. I am active in volunteer and community activites and like to travel, ski, play tennis, and boat at Tahoe. I keep in touch with many of my Old Blue friends with a semi-annual Phi Delta Theta reunion we sponsor after the Big Game in Palo Alto. I have recently taken a greater interest in Cal alumni activities and am an active Bear Backer."

Lawrence Rosencrantz, BS, was recently appointed chairman of the board and CEO of Capital Pacific Bank in Portland, Ore. Prior to joining Capital Pacific, he was president of The Aspen Group Inc. In the 1980s, he served as executive vice president and treasurer of US Bancorp, reporting directly to the chairman, and prior to that he was executive vice president of Schnitzer Steel Products Co. and Lasco Shipping Co., where he was also a director. He has served on numerous civic and philanthropic boards and committees, including as chairman of the Lake Oswego Planning Commission, the Oregon Business Committee for the Arts, Portland Repertory Theater, and Portland Center for the Visual Arts. He also served on the Blue Ribbon Task Force for Lake Oswego Redevelopment, the Special Committee for Governmental Operations, Multnomah County, Tri-Met Light Rail Public/Private Finance Committee, and the Board of Central City Concern.

1968

Phillip E. Handin, BS, see MBA 1971 notes.

Jean L. Tardy-Vallernaud, BS, writes, "After a 30-year career in international and private banking with major US institutions here and overseas, I started my own investment management firm almost two years ago, in Santa Monica, Calif. The accent is on very high-net worth families and on diversifying through active portfolio management and sophisticated tools on a global basis. Asset managers are based in Europe, and I act as relationship builder and nurturer. Performance record is outstanding (including 2000-2002). Visit my web site at www.jtvprivatemanagement.com. My wife, an artist and entertainment consultant, and I live in Pacific Palisades. My son, married, lives in West Los Angeles and is the father of 22-month-old Noah. He and his wife run and grow the web site design and hosting business they founded five years ago. My daughter, Marilyn, lives in Westwood and works with her boyfriend's new professional photography and computer coaching business. I am particularly active on the board of the Century City Chamber of Commerce, especially as a member of its Entertainment Council and Law and Business Council. I continue to remain engaged in the affairs of the Public Counsel Law Center, and I am, of course, a continuing active member and student of The Art Studio in Santa Monica."

1973

Gary E. Jones, BS, writes, "We are still in Cupertino after 30 years. but the family profile has certainly changed over the decades from no kids to kids to our being empty-nesters now. With all that extra time on our hands, Barbara and I are becoming more active in community through Rotary and her job at Cupertino Community Services. It feels good to be able to give back to the community that has been so good to us. The Jones Family wishes you all success and happiness."

1976

Michael D. Marr, BS, of Fresno, Calif., has worked in the gaming industry more than 20 years, including in the Caribbean, South America, and China. He now is with the new Chukchansi Casino near Yosemite. He and his wife, Elise, have four daughters, Marin (8), Maryann (6), Shannel (4), and Whitney (2).

1977

Cathy C. Seymour (Clennen), BS, writes, "After 25 years in marketing research for two major insurance companies, I've switched gears to follow my true passion — children! I'm currently working in administration for a charter school while pursuing my teaching credential at San Jose State University. It may take a while to complete, but I'm hoping to teach at the middle school level. Still performing extensive volunteer work for my 11-year-old son's activities with Boy Scouts, Fremont American Little League, Our Lady of Guadalupe CYO Basketball and Fremont's soccer league."

Zach Whitman, BS, see MBA 1979 notes.

1978

Kent A. Halkett, BS, is a lawyer and partner in the firm of Miller & Holguin (millerholguin.com) in Los Angeles. His articles on cutting-edge legal issues appear frequently in state and international publications. A recent article, "Determining Personal Jurisdiction in Internet-Related Litigation" (*Los Angeles Lawyer*, May 2003), is assigned reading at the Pepperdine University Law School.

1979

Sharon J. Rusconi, BS, writes, "I am still living in Sacramento! My surety bond business is doing fine despite the economic downturn in the industry. I have been an entrepreneur now for over 13 years. My daughter, Roxanne, is almost 12 now and is joy to me each and every day. I would like to get out and play more golf, ride on the Harley, or work out, but time seems to be going by too fast. I would really love to hear from my pals who graduated with me in 1979 from Haas. You know who you are. We used to get together, and now I never hear from anyone! Am I the Sacramento outcast? Please call, write or e-mail. You can even stop by for a visit on your way to Tahoe skiing this winter!"

1980

Lieh K. (Lieh-kang) Oung, BS, see MBA 1983 notes.

1981

Barry H. Geisler, BS, is general manager of the Patriot Center, a 10,000-seat sports arena on the George Mason University campus in Fairfax, Va. He lives in Potomac, Md., with his wife, Meredith, and children, Natalie (10) and Grant (4).

Charles L. Rashall, BS, recently celebrated the first anniversary of his new marketing consulting business, Brandadvisors. His work in relaunching 120-year-old Rheingold beer in New York has now become a case study at the NYU Stern School of Business. Charles has also begun pro-bono work for Big Brothers/Big Sisters in San Francisco.

1984

Kathleen D. Johnson (Manrique), BS, is working at the University of California, San Diego, as the chief administrative officer for the Department of Mechanical and Aerospace Engineering in the Jacobs School of Engineering.

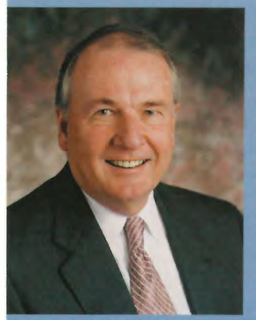
1986

Brian M. Collins, BS, of Greenbrae, Calif., writes, "After working for a couple of large law firms, I recently founded Marin Business Law (www.marinbizlaw.com) to help solve clients' business law, estate planning, and real estate law issues. My wife, Patricia Medina, is a litigator for Howard Rice in San Francisco. We love being back in California to support the Bears and dote on our new puppy, Domino."

Jackie Khor, BS, of Piedmont, Calif., writes, "Six years ago, I traded my career on Wall Street for one in the nonprofit-philanthropic world, and I have not looked back. Everything I learned in accounting and finance at Haas has stood me in good

UP CLOSE

Safeguarding Civil Liberties



Ed Crane, BS 67
Founder and President
Cato Institute
Washington, DC

Liberty. For most folks, it's a fancy word reserved only for the finest of occasions, like a rare vintage wine. But for Ed Crane, BS 67, "liberty" is the fuel that gets him up in the morning, as quotidian and well-loved as a cup of coffee. Indeed, Crane has made something of a career out of liberty – of writing about it, promoting public dialogue about it, and making every effort to protect it – through the work of the think tank he founded in 1977, the Cato Institute.

"I've always thought that the essence of a free society was respect for the dignity of individual human life and for people's right to live as they choose," says Crane. "America's founding fathers had profound insights into the nature of government, and I feel a moral obligation to help preserve the freedoms they established as the basis for this country."

"In other words," says the iconoclast wryly, "I believe that your decision to take drugs, for example, should be considered nobody's business but your own – however dumb that decision may be."

When he came to Cal, where he earned his bachelor's in business administration, Crane already had libertarian leanings. His bid for the student senate, run on a platform "to abolish student government itself," proved too perplexingly subversive even for the Berkeley of the 1960s, so he had to content himself with serving as president of Sigma Chi fraternity. "It was an exciting time, even if I did take issue with much of the social philosophy at the time," Crane recalls. "You'd wake up smelling tear gas and know you didn't have to go to class. Those were the days."

The drive to promote a libertarian agenda – one that combines an interest in free-market economics and lower taxes with strict respect for civil liberties and skepticism about both the welfare state and foreign military intervention – inspired Crane to leave his post in 1975 as vice president of Alliance Capital to briefly run the Libertarian Party. Frustrated, however, by institutionalized impediments to establishing a viable third political party, Crane soon paired up with industrial entrepreneur Charles Koch to set up the Cato Institute in 1977. "I saw that think tanks had enormous leverage getting ideas on the table of national debate with relatively small budgets," he says.

Under Crane's leadership, Cato, based in Washington, DC, has become one of the nation's top public policy research organizations, with 105 employees and 60 adjunct scholars working to promote libertarian ideas through conferences, policy forums, and a wealth of publications. Crane himself has helped spearhead the term-limitation movement, has authored several books, and contributes regularly to the Wall Street Journal, the Washington Post, and the New York Times on such topics as challenges to civil liberties brought about by 9/11, the critique of the far right, tax cuts, and Social Security.

"In our 26 years of existence, Cato has been a voice for school choice, Social Security privatization, the uselessness of the War on Drugs, and many other issues," says Crane. "We've seen the public policy debate come a long way in our direction, and we're proud of that."

–Marguerite Rigoglioso

Undergraduate

stead throughout my career, especially now. I run a philanthropically-motivated investment fund that is part of the Rockefeller Foundation. My husband, Peter Liu (BS Engineering from Cal 1988 and avid Cal sports fan), and I moved back to the Bay Area from New York three years ago. We have two adorable girls who have been appropriately indoctrinated into the Cal fan club, Skyler (5) and Sasha (3). I have had the privilege of returning to Haas a few times to be a judge for the Goldman Sachs Foundation/Global Social Venture Competition and to speak at a class on social enterprise. It is always inspiring to meet Haas alums; who are applying business management disciplines to achieve social goals and to know that I am an alumnus from one of the handful of premier business schools globally at the forefront of educating business professionals to run enterprises that integrate both financial and social principles."

1987

Elizabeth Romo, BS, lives with her husband, Dennis Barfield, BS, 78, in Berkeley.

1989

Rich Pearson, BS, see MBA 1998 notes.

1990

Vidya Kagan (Ramanjaneya), BS, and her husband, Steve, of Needham, Mass., are the proud parents of Reena Jeanette Kagan, born in Boston on October 5, 2003. Reena measured 18.5 inches and weighed 6 pounds 12 ounces. She writes, "The family is doing well and are anxiously awaiting Reena's first words, which will be 'Go Bears!' of course!"

1991

Armando (Armand) M. Enriquez, BS, of Alhambra, Calif., writes, "Since graduating, I have worked for several real estate companies and received an MBA from the University of Southern California Marshall School of Business in 2002. I am currently working for Thrifty Oil Co. in Southern California as director of acquisition and development. Thrifty Oil is a real estate holding company with assets located throughout California. I am responsible for sourcing new acquisition and development projects. I have been married for nine years and have two daughters, (6) and (8)."

1994

Clayton D. Rifkind, BS, writes, "After years of advertising fun, I finally made it to associate media director. In my current company, Modem Media, this means I'm 'second banana' in my department. Modem is an interactive consultancy specializing in Web site development and online advertising. In essence: 'Build it and they will come. If they don't come, we'll bring them to you.' I also recently married Kineret Orlikow. She's very cute. We currently live in San Rafael where we patiently await Cal's return to the Rose Bowl or peace in the Middle East, whichever is more realistic. Hope this note finds you well. Go Bears!"

1995

Richard K. Santiago, BS, of Burbank, Calif., was recently promoted to finance director at Activision.

Brian Watkins, BS, married Yonnie Woo (Cal BA 94) in August 2002 in Paso Robles, Calif. The couple lives in Seattle where Brian is director of diamond merchandising and planning at Blue Nile and Yonnie is program director at Bellevue Place Club.

1996

David C. Chu, BS, will graduate from Cornell Business School in May 2004.

Matthew J. Davies, BS, writes, "After five years as a research analyst at JP Morgan H&Q in San Francisco, and a few months off with my wife, Francesca, and our new baby, Grace, I set off in a new direction within financial services. I am a case designer in the Wealth Transfer and Estate Planning Department of Sitzmann Morris & Lavis. SML, www.smlinsurance.com, is a boutique life and health insurance brokerage and advisory firm based in Oakland. In between jobs, I had an amazing time with my wife enjoying our baby's first few months and a great reunion with my wife's family in France where we rooted on Lance Armstrong in the Tour de France. Go Bears!"

Joseph A. Goldberg, BS, writes, "I am currently a second-year MBA at the Wharton School at the University of Pennsylvania and spent my summer doing product marketing at Sun Microsystems in the Bay Area. After graduating, I will return to the Bay Area to do high-tech product marketing or venture capital. My twin brother, **Jon Goldberg, BS,** is a second-year MBA at the Kellogg School of Business at Northwestern and interned in the Lehman Brothers sales and trading group this summer. He will likely head to New York after Kellogg.

Angela Keres, BS, is taking two years off to live in southern France and paint.

1997

Maria U. Ku, BS, writes, "My own tax CPA practice has grown significantly in the past year. I am becoming the local CPA and business advisor. I also serve as a treasurer of two local nonprofits and am active on their boards. My children's education is my other area of great involvement – Anya's elementary school and Margarita's preschool. Marco and I just marked our 10th anniversary. The family is planning a trip to Moscow, Russia, next summer."

Fred (Freddie) T. Mok, BS, writes,



Fred (Freddie) T. Mok, BS 97, with his wife Judy, and their son Caleb.

"This fall I started the full-time master of divinity program at Western Seminary to become a pastor and missionary. Earlier this year my company changed to Hitachi Global Storage Technologies, and I am now a part-time project manager and business analyst in the Web arena. Our son, Caleb (2), is adorable, and Judy and I are expecting our second child in May 2004. We look forward to transitioning into vocational ministry in the next year or two. I am excited about using my professional experience in the service of the church!"

Mag Wangsuwana, BS, of San Francisco is vice president, mergers and acquisitions, at UnionBanCal Corporation.

2000

After three years with JPMorgan and CIBC, **Neil S. Sheth, BS,** is studying computational finance at Carnegie Mellon University. He writes, "If anyone has questions about CMU or any of the other financial math or engineering programs, I'm at nsheth@cal.berkeley.edu."

2001

Donny Chia, BS, is attending Harvard Law School. He joined JPMorgan after graduating from Haas and is currently an investment banking analyst with the Diversified Industries Group in New York.

2002

Kimberly M. Koo, BS, is a teaching fellow in the Math Immersion Program in New York.

2003

Ankur Luthra, BS, writes, "I am here at Oxford University on a Rhodes Scholarship, and I am truly loving my time here. Oxford is majestic, and the people are quite friendly and polite. It's amazing to get a taste for the global respect that the name Berkeley has. When I mention that I went to school at Berkeley and studied business there, the typical reaction is along the lines of 'Wow, congratulations!' But I can't lie; I truly miss Berkeley and Haas, despite Oxford's charm. Hope all my fellow Bear/Haas alums are doing well!"



Ankur Luthra, BS 03, and fellow Rhodes Scholar alumnus Senator Paul Sarbannes on the steps of the US Senate.

Kinman K. Tong, BS, of Berkeley writes, "Just wondering where all my amazing classmates went. I'm hoping to get a core group of us to plan a first reunion sometime next year to gather everyone back together and catch up for old time's sake. Anyone else interested?"

Amy E. Wong, BS, of San Jose is working in the lead tax group at Deloitte.

Alumni Flock to Special Interest Groups E-mail Lists and Events

Last summer, Sarita Jain, MBA 02, Mark Barrett, MBA 02, Greg Overholtzer, MBA 81, and several other alums in the biotech industry started a new HAN-Biotech Special Interest group (SIG), to provide a forum for Haas alumni interested in biotechnology, the pharmaceutical industry, and medical devices. This is just one of many thriving Haas special interest groups (see box).

"Haas alums are building successful careers throughout the biotech and medtech industries in marketing, business development, and operational roles," says Leah Fine, MBA 01. "This dynamic group always has words of wisdom to offer and share and will often provide a fresh perspective or new idea to my work-related questions and challenges."

In addition to the e-mail list, the group hosts activities to keep up with the new developments and trends in these industries, to network with business professionals in a broad range of functions, and to identify and pursue new career opportunities. Their monthly gatherings are a great way to learn about the Bay Area biotech industry over a drink after work.

"One of the primary reasons to attend business school is to make contacts," says Peng Leong, MBA 04, of Chiron, currently enrolled in the Evening & Weekend Program, "The Bay Area is a center for biotechnology. Haas is optimally located to educate the next generation of business professionals in this growing industry."

Sign Up Now

Hundreds of alumni are signing up to participate in HAN Special Interest Group e-mail lists. If you are interested in the following industries or discussion groups, please subscribe to our new e-mail lists in the Haas@Cal online community. Topical event announcements, job opportunities, other professional industry related information, and alumni networking are happening on-and off-line based on these topics — don't miss out!

- Biotech New
- Greater China Business Group
- NonProfit Management
- Healthcare
- Indian Alumni
- JD/Business New
- Lesbian, Gay, Bisexual
- Real Estate New

Visit the Alumni Network web site to sign up http://haas.berkeley.edu/alumni/.

If you have questions, contact Alumni Relations at alumni@haas.berkeley.edu or 510-642-7790.

MBA

1960

Delwin A. Roy, MBA, of Mount Vernon, N.Y., writes, "Recently, I assumed the chairmanship of Loita Transactions Services (LXS), a Mauritius-based subsidiary of the Loita Group of Companies. LXS is establishing national switching capacity in a number of African countries to enable SMEs in the banking and finance industry to adopt ATM and POS technology. The Loita Group, in which I am a partner, offers IT and financial services and merchant banking in over 20 East, Central, and Southern African countries. I remain married, 43 years now, and have two daughters, one serving as a vice president in the New York Federal Reserve Bank, and the other at the Environmental Protection Agency. Sadly, our son, Eric, was killed in an auto accident in South Africa a few years ago."

1961

After serving in the State Assembly for 10 years (1970-1980), **Robert C. Cline, MBA 61,** began a career in lobbying for business interests before state government. Cline and Duplissea, www.cline-duplissea.com, is a full-service lobbying firm.

1964

Harley Smith, MBA, writes, **"Tara Christina Smith, BS 00,** received her Juris Doctor degree from the King Hall School of Law at the University of California at Davis in May."

1965

After a 38-year career with Union Bank of California, **Schuyler Bailey, MBA,** of Berkeley retired Sept. 30. He served the last 22 years as vice

Haas at Work Benefits Students & Alumni

The Haas at Work program matches alumni with small groups of MBA students interested in their field for a short onsite visit. These alums get the opportunity to educate students about their company and industry, get the company name out in the Haas community, meet potential summer interns or full-time employees, and keep up with the latest news from Haas. The students benefit from the chance to learn about different businesses and jobs for MBAs and gain valuable networking opportunities.

Nineteen alumni hosted students in 2003, the most ever in the program's history. MBA students visited Barra; BEA Systems; Cisco Systems; Smith and Hawken; Openwave Systems; Sun Microsystems; Gap, Inc.; McKesson Corporation; Siebel Systems; and Chiron Corporation, among others. Alumni from all backgrounds, industries, and job functions have had the chance to meet and share their experiences with students and at the same time stay connected with Haas.

Become part of a tradition of giving back to Haas through the Haas at Work program. The meetings generally take place on a Friday during lunch and give the host complete flexibility in determining how many students will visit and in creating an interesting forum for discussion. It does not require much time or much effort to make a significant contribution to the future of the Haas Alumni Network.

For more information, www.haas.berkeley.edu/alumni.

MBA

president and manager of the Berkeley office. In November, he received the "Achievements by Individuals" award from the Berkeley Community Fund for his consistent, long-term commitment to community service. His wife and Cal alum, Susie, retired from Berkeley Unified School District in 2002. They plan to fix up their home in Berkeley and to travel. He also plans to walk on every street in Berkeley.

Kerry P. Curtis, MBA, was recently elected chair of the Faculty Senate at Golden Gate University in San Francisco, where he is professor of marketing. Kerry and his wife, Lynn, an artist, are now grandparents and are still living in Orinda.

David A. Woolsey, MBA, has worked more than 30 years in the finance and leasing industries, including corporate finance, real estate loan investment and servicing, and business development. He is a member of the Dean's Advisory Board for the McLaren School of Business at the University of San Francisco.

Dean Campbell Helps to Kick-Off New HAN-Colorado

Diane Dimeff (right), MBA 88, pictured here with Paul Hart, BS 81, welcomed their fellow alumni to the new Colorado HAN chapter, which celebrated its kick-off event on April 28.





Local alumni Diego Groiso, MBA 02, HAN-Colorado Chapter President; Paul Dattilo, MBA 02; Danielle Dattilo; and Maryam Torabi, BS 00, HAN-Colorado Chapter Board member, caught up on old times.

1968

Herman L. Boschken, MBA, is professor of organization and management at San Jose State University. He has published more than two dozen articles and five books. His most recently published book is *Social Class, Politics and Urban markets: The Makings of Bias in Policy Outcomes* (Stanford University Press, 2002). Current articles includes "Vail Resorts, Inc." in *Hill and Jones, Strategic Management* Sixth Edition (Boston: Houghton-Mifflin), and "Global Cities, Systemic Power and Upper Middle Class Influence," in *Urban Affairs Review*, July 2003. Dr. Boschken lives with his wife, Irene (Class of 66), in Davis, Calif.

1970

Ron Duckhorn, MBA, leads the Blue & Gold Fleet, a ferry vessel transportation company serving the San Francisco Bay Area. In 2003, the company received eight national awards for its environmental programs and accomplishments, including a "Clean and Green" designation by the San Francisco Department of the Environment and a "Waste Reduction Award of the Year" by the California Industrial Waste Management Board. The company was also recognized by the California Environmental Protection Agency as an innovator in the reduction of hazardous waste generated by marine industries.

Bob Mellin, MBA, writes, "My Haas MBA prepared me well to run the world's largest publishing company specializing in pediatric obesity patient education and in providing training to health professionals (visit childobesity.com). I'm happy to have an ongoing excuse to visit the Berkeley campus: My son, Joe, is a junior majoring in physics, and my daughter, Haley, is a fine arts major. Besides boasting about an excellent education, I explain to my kids that I went to Cal 30-plus years ago during an unpopular war that drained our country of lives and resources and where 'winning' was never really a possibility. After serving in the Army, I had hopes that history would not repeat itself. I am delighted that my children can share the Cal Berkeley experience as a foundation for building their lives."

1971

Robert Caruso, MBA, recently started the John Benjamin Company, a real estate development firm with expertise to plan, design, build, and manage residential and commercial real estate projects. The firm focuses on the Hayward, San Leandro and Oakland areas.

Michael H. Creazzi, MBA, is the CEO of Trek Equipment Corporation, a lease and rental company of electronic test and measurement equipment. The company has made the *INC 500* list of America's fastest-growing private companies for the second consecutive year. mike@trekequip.com

Phillip E. Handin, BS, writes, "I have resided in the Oakland hills for over 26 years. I am an attorney for a group of securities companies in San Francisco founded by a Cal business alum, and I do limited 'outside' work, as well. I have one son, Mark, who is enrolled as a junior at the University of Arizona's Business School and is on the U of A rugby team after playing high school football as a kicker for Bishop O'Dowd in Oakland. I play golf as often as possible and lend some support to the Cal golf team. I continue to stay in contact with several friends from my Cal days, and I attend various Cal athletic events from time to time. My wife of 25 years, Margaret, has an interior design and staging business that keeps her very busy. We are empty nesters and enjoy it thoroughly!"

Peter H. Michael, MBA, and his wife, Vicki, have purchased the historic Cooling Springs Farm founded by the Michael family in 1768 and used by the family as a station on the Underground Railroad. Pete and Vicki are the seventh consecutive generation of the Michael family at Cooling Springs Farm, which is located two miles north of the Potomac River in Frederick County, Md.

1972

Rich Gleitsmann, MBA, writes, "After 31 years of the corporate world, including the last four as a group president for ITW, I am retiring at the end of 2003. My wife, Pat, and I will be relocating to Ashland, Ore., where we have a small vineyard and orchard."

1973

Benson R. Quan, MBA, writes, "Chris (71 BA, Cal) and I are proud to report our college expenses are over! Our twins have graduated, Geoffrey from Cal in cognitive science and Gregory from UCSD in economics. Geoffrey is working at a Washington DC architectural firm, and Gregory is back home in the San Francisco Bay Area seeking employment. Both are planning to attend graduate school down the road, with Gregory interested in a business degree. Perhaps another Haas MBA in the family?"

1974

Phil Bradley, MBA, writes, "I am CFO and co-founder (in 1995) of ProClarity Corporation, which has been the fastest growing company in the business intelligence software space over the past several years. Being located in Boise, Idaho, allowed us to escape the worst excesses of the tech bubble, which did in most of the other business intelligence companies that started in the late 90s."

1975

Joe Garrett, MBA, writes, "I recently visited the bank of which I was president the past several years — I sold it earlier this year — and I ran into **Mike Ahern**. He's handling the insurance for the new owners. Mike and I were good friends during our MBA program years, but we had not seen each other once in over 25 years. It was great seeing him. We intend to look up our old classmate **John Coleman** and get together soon.

1976

Robert Bergsten, MBA, was appointed president and chief credit officer of Tri-State Livestock Credit Corporation. He has 33 years of banking business experience, working in California, Colorado, Texas, and Indonesia, with the last 24 years serving CoBank ACB.

1977

Jeanne V. Starren (Valente), MBA, of New York has worked for Deutsche Bank for 10 years, currently as consultant on CAFM implementation manager. Her twins (5) are in pre-kindergarden, and she is still making it to the gym and doing fundraising for The Sharing Foundation aiding Cambodian orphans.

1979

Zach Whitman, MBA, is a financial representative with the Northwestern Mutual Financial Network in the San Jose office. He is married and the father of two boys (5) and (12).

1980

Steve L. Catton, MBA, writes, "I am now in my fourth year as a financial advisor with Merrill Lynch (San Ramon branch). I specialize in comprehensive financial planning as well as advising people on rolling their 401(k) plans into IRAs. Though I enjoyed my 20 years in corporate finance with The Clorox Company, my new career is much more rewarding on a personal level. I live in Orinda with my wife, Maureen Sheehy, and two kids, Billy (10) and Katie (8). Boy Scouts, swim team activities, and coaching soccer seem to suck up all available hours. Fortunately, the winter is free of organized sports, leaving time for skiing."

1981

David J. Lam, MBA, writes, "Kimberly and I are doing the best we can with the six kids in our blended family. The kids range in age from 17 months to 19 years. We are in the middle of remodeling our home to make more bedrooms and bathrooms. It's busy but one day, when the house is quiet, we'll think back and remember how much life we had in such a concentrated area of time and space.

Howard Robinson, MBA, of Los Angeles writes, "Having co-founded the Public Management Association and specialized in real estate while at Haas, it was probably predictable that my work over the years has involved private real estate development, public sector real estate management, and most recently, the nexus between the two. Yet, it all seems surprising to me. Three years ago, I set up a new land-use consulting firm, helping developers and property owners obtain the discretionary planning permits for new projects. The terms 'lobbyist' or 'fixer' are only loosely applicable to what I do. My wife, Kate, and I recently celebrated our 17th anniversary. Our two girls, Rachel and Leah, are in middle school and high school in the local public schools. Somehow, things are fairly smooth. Knock on wood. This coming summer, I will be recognizing my 30 years of white-water rafting by rowing 18 days on the Colorado through the Grand Canyon, with my wife and some friends. I am also on the Board of Friends of the River, a statewide river conservation group. I love contacting former Haas classmates, so anyone who wants to say hi, ring me up."

1982

Neal Cohen, MBA, is director of database marketing for Nordstrom.

John M. Courtright, MBA, of Redmond, Wash., is vice president of business development at Covault Corporation, a wireless data software company in the telecom sector. He is active on the advisory boards of a couple of startups and happily raising three kids (one in college) and climbing and hiking in the Cascades.

UP CLOSE

Shaping Wall Street from Within



Margo Alexander, BS 68
Retired Chairman
UBS Global Asset Management

Margo Alexander's unlikely ascent from stock analyst to one of the most senior women on Wall Street as CEO of a major asset management company and senior executive at Paine Weber, took root at Berkeley in the mid-1960s, when the then-undergraduate pursued a business degree against the backdrop of turbulent campus protests. While others chose to change the world by soldiering or demonstrating, Alexander – always the pioneer – held the unusual view that big business offered the best vehicle for change.

"I had come to believe that corporations – businesses – were the shaping social and economic force in this country," said Alexander. "I decided to go to business school and try to change things from within."

After receiving an MBA in 1970 from Harvard Business School she pursued the improbable: finding employment in a world typically reserved for men. "At the time, people would actually tell you – 'we just don't hire women'," she recalled.

Thanks to school contacts – a resource she would tap repeatedly – she landed at a firm that would become Paine Webber (now UBS). For the next 29 years, Alexander stuck with the company, building impressive credentials and a resume punctuated by a long list of "firsts." She was among the first women to work as a securities analyst. She was the first woman to head a top-ranked research department; the first woman to oversee a major trading floor; and among the first females to head a large asset management business.

Alexander attributes her success to hard work, an exceptional education, carefully-honed credentials, and a dash of good luck. Recently retired at age 56, Alexander learned early on that her management style relies on encouragement and support – support of bosses, subordinates, and the home team. She argues that managers who steal credit, ruthlessly compete or undermine, rarely survive.

"Getting along with people and forming personal relationships has been the bedrock of my career," Alexander said. "Being a team player was absolutely crucial."

Another important lesson? No one escapes a certain degree of failure. Alexander willingly concedes that her corporate journey had its missteps, unforeseen back-stabbings, and a highly visible demotion.

"I think people don't always appreciate that careers have ups and downs. This is not unusual," she told students at the orientation in August. "It's how you recover and rebuild that counts."

Alexander believes in the power of an MBA – particularly from schools such as Haas or Harvard. The degree is a "union card" of sorts, that opens doors. And the education behind the degree gave her a unique set of "thinking skills" applicable to all facets of life – from CEO to mother of two children. Her advice to students: "leverage" any and all opportunities that Haas has to offer. Attend conferences, seek fellowships and join clubs --- all with an eye toward building a network.

"You are very likely to find that the network of people you meet here at Haas," she said, "will be your most valuable resource."

By Carolyn Marshall

Peter R. Nielsen, MBA, of San Rafael writes, "After 18 years in the software field, culminating as vice president of engineering for WebWare Corporation, a startup firm in Sausalito, I have made a major career change. I've always been enthusiastic about real estate and believe that it is the best wealth-building tool available. For over 25 years, I have owned, managed, sold, and exchanged my own investment properties, including single-family homes, apartments, and commercial property. I've recently decided to focus full-time on real estate and helping others to achieve success with their home and investment real estate transactions. To this end, I have activated my real estate license and teamed up with Loretta Ferraro, a very successful Realtor with RE/MAX of Southern Marin. I'd like to help any UC alumni, particularly those with an interest in the North Bay, to make the most of the real estate opportunities that are available. I can be reached via email or phone. NielsenFerraro@aol.com (415) 472-6243."

Carrie Pryor, MBA, recently joined Korn/Ferry International, a leading provider of recruitment solutions, as senior client partner specializing in media and technology. Previously she was a partner with Christian & Timbers, where she co-managed the media and entertainment practice. She also played a key role in its technology practice, particularly in telecommunications. She focuses on senior-level positions, including CEOs, CFO's, board members, and partners in private equity firms.

Get the Haas Experience — in the summer!

The BASE Summer Program (Business for Arts, Sciences and Engineering), offered by the Haas School of Business, is an innovative summer business program for non-business majors. This six-week intensive course exposes sophomores, juniors, seniors and recent college graduates to the fundamentals of business:

- accounting/finance
- marketing
- organizational behavior

BASE 2004 will run from July 6 – August 13, 2004

For more information visit our web site at:
haas.berkeley.edu/undergrad

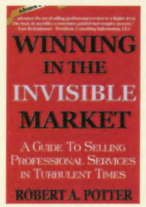
1983

John S. Haley, MBA, writes, "Until April of this year, I worked for ALLTEL Information Services, the information technology subsidiary of ALLTEL Corporation, headquartered in Little Rock, Ark. AIS was one of the leading suppliers of software and IT services to retail banks and mortgage companies. In April we were acquired by Fidelity National Financial. In June I was named managing director of our Asia Pacific Region, responsible for sales and operations to retail banks in Asia. My oldest daughter, Anne, matriculated this year at Randolph Macon Womens College in Lynchburg, Va. My youngest daughter, Colleen, is a sophomore in high school. My wife, Danette, and I celebrated 20 years of marriage this year."

George C. McLaughlin, BA 76 (math), MBA, of Berkeley writes, "I was recently designated a Certified Earnings Analyst by the American Rehabilitation Economics Association, a group of economists and rehabilitation professionals who testify regarding economic damages in civil cases. In other news, my son, Alexander (10), recently sang as part of the Pacific Boy Choir in a performance of Carmina Burana with the San Francisco Symphony. Go Bears!"

Lieh Oung (Lieh-kang), MBA of Sunnyvale, Calif., has been with National Semicondutor for the last 15 years. She is currently assistant treasurer overseeing the firm's foreign currency exposure management, cash investment, and other capital market activities.

Bob Potter, MBA, writes, "In July, my new book, *Winning In The Invisible Market: A Guide To Selling Professional Services In Turbulent Times,* will be published." www.rapotter.com



The new book by Bob Potter, MBA 83.

Geoffrey Styles, MBA, and his wife, Pamela, are the proud parents of a baby girl, Lillian, who was born in Connecticut during the recent Northeast blackout. Geoff is an independent energy and strategy consultant in Greenwich, Conn., having left Texaco Inc. in 2001.

William M. Zarit, MBA, writes, "After having served in similar capacities in Taipei, Taiwan, and Beijing, China, I am at present the commercial counselor at the US Embassy in Kuala Lumpur, Malaysia, promoting US exports."

1984

Robert (Bob) Kustel, MBA, retired from corporate life after 20 years with AT&T and five years with GE. He is now the head swim and water polo coach at Tamalpais High School in Mill Valley, where he lives with Karen, his wife of 21 years, and two teenage sons, Matt and Sam. He is also teaching part-time in the Tam School District while finishing up his teaching credential at Dominican College.

1985

Eric H. Sahn, MBA, of Redwood City, Calif., joined DJM Capital Partners as associate partner and vice president. DJM is a real estate investment, brokerage, and consulting firm headquartered in San Jose.

Mauri Schwartz, MBA, is president of Career Insiders, a career management consulting firm providing consultation for individual job seekers as well as succession planning services for corporate clients. mschwartz@careerinsiders.com

1986

Mark Coopersmith, MBA, writes, "It's great to be back at Cal, almost two decades after receiving my MBA. Last fall I taught entrepreneurship in the Haas MBA program — a course I fondly remember. I co-taught with Cal classmate JD/MBA **Paul Rogers.** I also sit on a few corporate boards and advise businesses on strategy and growth. Since grad school, I have been a management consultant for Ernst & Young, founded and built a new business for Sony, and launched and sold a startup of my own. On the personal front, my wife, Lori (CAL BA 83, Hastings JD 86), and I have stayed in the Bay Area, living happily in Tiburon while raising Alison (9) and Matt (5)."



Mark Coopersmith, MBA 86, with his wife, Lori, and their children, Alison and Matt.

1987

Eric Larson, MBA, moved to a new commercial, public service role this year as chief risk officer of the Bonneville Power Administration in Portland, Ore. BPA is a self-funding federal agency providing reliable, cost-based electric power in the Pacific Northwest. This marks Eric's return to the West Coast after over 12 years working in energy markets in Europe and the eastern United States.

Christopher C. Scharff, MBA, recently acquired a lingerie firm with 2,200 accounts and is working to expand its sales and reduce costs. He and his wife, Andrea, live in West Los Angeles with their two-year-old son, Henry Boardman Scharff. Christopher and Andrea are also developing and building condominiums on some Los Angeles Venice area beach-front property, which Christopher's family has owned since the 1950s.

1988

Kathi Pugh, MBA, writes, "I still live in Berkeley in a 1907 Craftsman house just a few blocks from campus. I have been an attorney at Morrison & Foerster (www.MoFo.com) in San Francisco since graduating (JD/MBA) where I serve as the firm's pro bono counsel. Basically I am in charge of the work that we do for people for free. Last year MoFo billed over 100,000 pro bono hours. I feel very fortunate to have a job that I am able to put my heart into. My husband and I enjoy sailing on the Bay, local sporting events, and mountain bike riding (in my wheelchair) on the weekends. No children but we do have two rat terriers, Rosie & Fannie, who keep us exercised and entertained. I would love to hear from old friends. Go Bears!"

David M. Traversi, MBA, of Santa Rosa is managing director of 2020 Growth Partners LLC (www.2020gp.com). The firm provides strategic advisory, facilitation, mediation, merchant banking, and leadership development services to growth-oriented private and public companies and nonprofit organizations across the United States. A former general partner of Montgomery Securities, president of Sirrom Capital Corporation, and CEO of PRE Solutions Inc., David is enjoying helping entrepreneurs and organizations "optimize their opportunities." He serves on a number of public and private company boards, and this year headed up the campaign for the United Way of Sonoma-Mendocino-Lake.

John R. Trotter, of Chula Vista, Calif., and his wife, Tabitha, are pleased to announce the birth of their daughter, Emma Grace, on October 3, 2002. She joins Ricky (15) and Samantha (14).

1989

Bill Cohen, MBA, of Los Alamitos, Calif., writes, "Nice recession; was that your idea? My business is picking up speed again. Looking for an exit plan. Any help? Just kidding, as I hope to push for a few more years prior to burning out on all these personnel issues. My status: I still own a medical device company, two kids, new address, more around the waistline and less hair on top. Still swimming. Have not seen a full night's sleep or a river trip since my kids were born."

HighTech Business Decisions, a market research company founded by **Sandra J. Fox, MBA,** of Moraga, Calif., was named one of the 100 fastest-growing private companies in the Bay Area by The San Francisco Business Times in October. The company was ranked No. 33 with a growth rate of 103.5 percent from 2000 to 2002. She writes, "Thanks Haas!"

Carlos Gaviola, MBA, enjoyed a week of sailing with Cal alumni **Asaf Mohr, MBA 89, Ciaran Quinn, MBA 90,** and **Roberto Agosta, MS 84.** He chartered a 43-foot sailboat to celebrate his birthday crewing in the Antigua Sailing Week regatta, a full week of hard sailing against 200 other sailboats from the United States and Europe. He writes, "The Atlantic swell, steady trade winds, warm waters, and blue skies were followed every evening by hard partying on the beach — barbecued lobsters, cold rum punches, and more than 4,000 sailors dancing to the magic rhythm of the steel bands. We did not win any races (for the record, the winner was Roy Disney's Pyewacket), but the day-long races were short enough so that even the slowest boats finished before the steel bands began to play. For us, winning wasn't everything. It was hardly anything. The real prize was simply being there, enjoying the camaraderie around the cockpit reminiscing about our days at Cal! After so

UP CLOSE

Congressman Ose on the Job 24/7



US Representative
Doug Ose, BS 77
R-Sacramento

Between the rivers and streams of the Sacramento/San Joaquin Delta and the snow-capped mountains of the Nevada border lies US Congressman Doug Ose's corner of the world. Ose, a Reupublican and a Sacramento native, has been working steadily to promote the social and economic well-being of his constituents in California's Third Congressional District since 1998.

Ose will honor his term-limits pledge and retire from the House after the current108th Congress. "Congress is a non-stop job," Ose says enthusiastically. "As an elected official, your decisions affect millions of people both directly and indirectly. When you vote to send troops to war or tax businesses into oblivion, your job responsibilities are essentially in effect 24 hours a day."

For Ose, those responsibilities have included managing some of the bigger headaches facing the nation in recent years, such as the California energy crisis. It was Ose's proposed price mitigation plan, adopted by the Federal Energy Regulatory Commission in 2001, that led to drastic reductions in energy prices for California rate payers over the summer. Ose also authored legislation to fight energy price gouging and has been active in urging the state to adopt a new market design for California's unstable energy market.

Ose has been working to promote education, protect the rights and economic security of the agricultural community, expand health-care coverage, eliminate government waste, and curb the growing drug epidemic. "An elected official is a role model," he says. "If people see you doing things properly, making decisions that greatly benefit the country that serves as an affirmation of our nation and its institutions."

Before turning to politics, Ose had for many years enjoyed a prominent career as a real-estate developer in the Sacramento area. He had been a member of the Sacramento Housing and Redevelopment Commission and a heavy promoter of military base reuse — a big-ticket item with residents who had been stung by multiple base closures in the area. Having enjoyed his various public roles, when the congressional seat became vacant in 1997, Ose decided to make a bid for office. "I realized it was an opportunity, and I took it," he says.

Ose says that although the world of business and politics are different, the knowledge he gained at Haas has been indispensable in his current career. "At Haas, I learned how to examine issues from multiple perspectives," he says. "That's exactly what I do to get a grasp on political situations — I figure out where the parties involved are coming from, what's important to them, and what's motivating them." Indeed, for Ose, sometimes it's déjà vu all over again: "The other day I was in a meeting on the theory of currency relative to the GDP, and I felt as though I were right back to my junior year class on money and capital markets with Lou Spellman!"

—Marguerite Rigoglioso

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The alumni crew that sailed in the Antigua Sailing week regatta included Carlos Gaviola, MBA 89; Asaf Mohr, MBA 89; Guy Joly; Ciaran Quinn, MBA 90; Francois Gall; Olivier Fabre; and Roberto Agosta, MS 82.

much good sailing and good fun, we unanimously decided to do it again next year."

Mary Lamprech, MBA, writes, "We've launched a new business, Icosa Village (www.IcosaVillage.com). Founder Sanford Ponder sums up our motivation this way: 'If we must live in a world in which people are forced to live in cardboard boxes, then someone should at least invent a better box.' So we've developed patent-pending Pods, based on Buckminster Fuller's geodesic domes. They are semi-permanent shelters for consumer and humanitarian applications. They are made out of cool-looking, space-age materials that are environmentally friendly, cheap and dignified. Check 'em out."

Maria Vickroy-Peralta, MBA, writes, "I am president of the new San Francisco chapter of the Catholic Professional & Business Club, which held its inaugural meeting Nov. 20, 2003 at St. Mary's Cathedral in San Francisco. This organization's mission is to encourage Catholics to incorporate and uphold their Christian ethics in the business environment. At our monthly meetings, members come together to share their common spirituality, network, and listen to speakers who inspire and educate them in the faith. For more information about the Club, please visit our Web site at www.cpbc-sf.org."

1990

Ker D. Gibbs, MBA, and his wife, Amy, have a baby daughter. Amelia Ziya Liao Gibbs was born September 2, 2003. Baby pictures are on their Web site, www.ker.gibbs.net. They are still living in Shanghai, where Ker works for Secure Computing Corporation as vice president of the Asia Pacific region, but they also spend time in the Bay Area.

Christine M. Landon (Burke), MBA, and **Geoff Landon, MBA 84,** are living in Danville with their two children, Rachel (12) and Gregory (9). They are both working in Silicon Valley. Christine has been with HP and now Agilent for 18 years and Geoff is with Sun Microsystems. Christine is manager of Next Generation Leadership at Agilent and Geoff is working on his Black Belt in Sun's Six Sigma program. Christine is committee chair for the local Boy Scout group, and Geoff is a referree for Mustang Soccer. The family loves river rafting, hiking, and skiing.

1992

After working in Hungary with the MBA Enterprise Corps, **Roland M. Champagne, MBA,** of San Jose went on to work in Russia, Mexico, and Venezuela. Subsequently he has traveled to and worked in over 35 other countries in South America, the Middle East, Europe, and Asia. Some of his travel photos of China, Vietnam, and Korea will be on display at the Borders book store in Sunnyvale from Sept. 1 through Sept. 30. He writes, "I hope everyone is having a great summer, and if you are in town, please stop by and have a look."

Zenda Kuo, MBA 92, recently moved to Beijing with her husband after eight years of pursuing power deals out of Hong Kong. She also recently became a mother. Zachari was born June 10, 2003.

Steve Zahm, MBA, of Santa Barbara has recently launched a new company after leaving DigitalThink Inc., which he co-founded with Haas alum **Pete Goettner, MBA, 92.** Steve's new venture is Colterra LLC, a firm that provides e-commerce services to premium wineries in the Central Coast region of California. As interstate shipping regulations on wine continue to evolve to more open policies, Colterra is able to offer smaller wineries direct-to-consumer e-commerce technologies, wine shipping, and marketing, without heavy upfront investments in technology and personnel. stevez@colterra.com.

1993

Mike Brantjes, MBA, of Amsterdam writes, "In the past years I have dedicated massive amounts of volunteer time to chairing and developing the National United World Colleges Committee. Career-wise this has moved me from mere strategy consulting to developing initiatives and growth strategies aimed at creating a more sustainable future world. My partner, Kevin, of six years and myself may be taking a break and travelling sometime in the future."

Kal Deutsch, MBA, and his wife, Sharon Zezima, welcomed their beautiful daughter, Isabelle Ursula, on April 21, 2003. He writes, "Mommy, Daddy and Isabelle are settling quite nicely into a world of poopy diapers, creamed green beans and rice, station wagons, and life in suburbia."



Isabelle Ursula, daughter of Kal Deutsch, MBA 93, and his wife, Sharon Zezima.

Dirk Van Dyke, MBA, director of valuation services for Cupertino-based ValueNomics Research Inc., has been named chairman of the San Jose branch of the American Society of Appraisers. He is an American Society of Appraisers' Accredited Senior Appraiser in the business valuation discipline. At ValueNomics, he is responsible for company business valuation operations. He and ValueNomics' founder Gary Jones co-authored the book, The Business of Business Valuation, published by the McGraw-Hill Companies Inc.

1994

Art M. Altman, MBA, manages a software and consulting business in energy derivatives for the Electric Power Research Institute in Palo Alto, Calif.



Art M. Altman, MBA 94

Koji Asada, MBA, of Tokyo writes, "I have been appointed as team head to lead the Cross-Border Team at Corporate Advisory Group, the M&A advisory arm of Mitsubishi Securities Co. Ltd. The Cross-Border Team has been newly set up in March to expand international M&A advisory function, and I will be responsible for all overseas business opportunities across the industry."

Michael Chan, MBA, of Hong Kong conducts investment research on China and Hong Kong shares as an executive director of BOCI Research.

Debi Gerstel, MBA, writes, "Eight Haas '94 alumni and their families got together for a ninth reunion on Memorial Day weekend. **Cam Ragen** supplied the spot — a beautiful cabin on the coast of the San Juan Islands. Whales were watched, bald eagles were spotted, kids were played with, and lots of activities enjoyed. In honor of Annika Sorenstam, I'm happy to report



A group of MBA 94s gathered for their own private reunion over last Memorial Day weekend on the San Juan Islands.

women were allowed to play golf. Nighttime activities were a bit more mellow than previous years, with board games replacing all-night drinking festivities."

Jeffrey B. Johnsen, MBA, is CEO of a biotechnology startup firm and living in Carmel.

1995

Katherine Barnhisel, MBA, joined Embarcadero Technologies as vice president of marketing in June. Previously she held senior director and vice president of marketing positions at BEA Systems and WebLogic, and most recently served as vice president of marketing for AltoWeb.

Palmer G. Jackson, MBA, writes, "I am still enjoying working at CallWave, a profitable Internet company based in Santa Barbara, where I have now been working for five years. I would welcome hearing from any other Haas alumni in the telecommunications or Internet services industry. I have also been playing music regularly with another Haas alum, **Tom Brigham, MBA 94.** Our band, The Mobile Homeboys, played at San Quentin this past June (no joke)! Of course, we also do non-prison gigs! Check out our website at www.mobile homeboys.com. Go Bears!"

Rob Nicholson, MBA 95, and **Leslie Davis Nicholson, MBA 01,** were mar-



Berkeley MBA alumni at the Nicholson wedding in May. Top row: Nancy Blum, MBA 01; Heather Anderson, MBA 01; Clark Miller, MBA 02; Adina Safer, MBA 95; Rob Nicholson, MBA 95; Kim Berry, MBA 95; Steve Miller, MBA 95; Leslie Davis, MBA 01; Sue Szasz, MBA 95; Alejandro Guttierez, MBA 95; Jonathan Becker, MBA 95; Charles Coustan, MBA 95; and Eric Browne, MBA 95. Bottom row: Ruthanne Feinberg, MBA 01; Heidi Gilman, MBA 01; Jinny Lee, MBA 01; Aaron McNally, MBA 02; and Brian Fershtran, MBA 02.

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ried on May 25, 2003, in a little town on Skaneateles Lake in central New York. Leslie writes, "Haas MBAs from the classes of 95, 01, and 02, traveled from all over to join us for a weekend of festivities and revisiting memories from days at Haas. We had a tremendous time and were very glad to be able to share the weekend with so many friends and family. Afterwards, we spent two wonderful weeks in the Greek islands."

Kevin Palans, MBA, writes, "I began work with Orange Glo International two years ago, after an exciting and ultimately humbling e-commerce rollercoaster ride. In January 2003, I moved to Guadalajara, as managing director of Orange Glo de Mexico, where I've enjoyed the exciting opportunity to build the Mexican market for Orange Glo's environmentally-friendlier cleaning products. Should you visit Mexico, as goes the saying here, 'Tienes casa en Guadalajara.' My e-mail is kevin@greatcleaners.com."

James D. Satterthwaite, MBA, recently joined the Boston office of Egon Zehnder International, the world's largest privately held executive search firm with more than 300 consultants located in 58 wholly owned offices in 37 countries. The firm specializes in senior-level executive search, board consulting and board search, management appraisals, and talent management.

Ellen M. Tobin (Hurley), MBA, of Rocky River, Ohio, writes, "My husband, John, and I continue to enjoy the challenge and benefits of running our own company, TENANTreps.net Corporate Real Estate Advisors. Last December we also celebrated the birth of Clay Hurley Tobin. He is our fifth child. Emma is the oldest (6), followed by Ethan (4), Luke (3), and June (1). Except June, they are all classic redheads. As everyone says, we really have our hands full, and we are loving it."

1996

Ellen K. Fleishhacker, MBA, is an attorney at the San Francisco law firm Howard, Rice, Nemerovski, Canady, Falk Rabkin. She works as a corporate attorney, specializing in real estate transactions. She and her husband, William, have two children, Kara (6) and Jonah (3). She also serves on the boards of a variety of nonprofit organizations.

Andre Marquis, MBA, of Boston, Mass., writes, "Camille and I are pleased to announce the arrival of Zeno Louis Marquis on Aug. 13, 2003. We're moving back to the Bay Area before the end of the year to continue my work with Eli Lilly. Be well."

Jack McKee, MBA, writes, "My wife, Shannon, and I were blessed with a beautiful baby girl! Cayley Alyn McKee was born in February and is keeping us very busy. I'm managing the online marketing program at the Warner Music Group in Los Angeles. I really miss all of my friends from Haas! Please get in touch if ever in LA."

Alan D. Seigrist, MBA, of Hong Kong writes, "In November 2002 my father was given the Agency Seal Medallion, a very special citation given by the Central Intelligence Agency for his work as the operational flight commander and combat pilot during the 1961 Bay Of Pigs operation in Cuba. My father spent 25 years serving the CIA as a pilot and combat aviation specialist in covert operations around the world. Our family has always been very proud of my father's unknown but heroic contributions to the security of the United States, and we are very grateful to the CIA for its recognition of my father's perilous and clandestine service during this operation."

Patrick Sullivan, MBA, writes, "In February of this year I married Jill Nepper, and we are living in Burlingame. We got married in Mexico with a few family and friends there, and will be taking our honeymoon in July. I continue to consult in intellectual capital management at ICMG (www.icmgroup.com), and the past two spring semesters I co-taught a course at Haas to MBA and Berkeley engineering students on managing intellectual property. I guess I can't shake the desire to be roaming the Haas hallways."

1997

Federico Alvarez-Marquard, MBA, writes, "Howdy all! I guess the biggest news is that my wife, Annett, and I had our son, Ian, in April. It was a water birth. He weighed 3.4 kilos (if you are into such information), and everything went great for both mother and baby. Obviously he keeps us very busy, but overall is a very easy, happy kid, so no complaints from the proud parents! I'm still building homes near Mexico City, and hope to see some of you in San Francisco early next year"

John M. Carrick, MBA, of Marina del Rey, Calif., recently joined Julien J. Stulley, a real estate consulting firm, as managing director of the downtown Los Angeles office, where he will specialize in tenant representation and the execution of strategetic capital market transactions.

Segolene A. Finet, MBA, of Paris, France, welcomed daughter Juliette into the world on March 11, 2003. She writes, "After a very stressful pregnancy we are enjoying our time with her, and older sister, Emilie, is adjusting well. I am (still!) with PeopleSoft, in charge of European product strategy for the Human Capital Management product line, and husband, Drew, is busy with the kids and with teaching international law courses in a couple of business schools. We will make it to California in May 2004."

John F. Galanakis, MBA, writes, "I'd like to send my warmest wishes to all my fellow Haas classmates. I hope everyone is doing great and recalls our wonderful time at Berkeley. I am waiting for all or some of you next summer (Aug. 13-30) at the Athens 2004 Olympic Games. Come and spend a wonderful time during the games and at the same time spend your holiday vacations. Contact me for any help and to organize a night out in the city."

Rukmani P. Ramdharry, MBA, and **Robert B. Spears, MBA 98,** were married in Carmel, Calif., on January 24. The couple lives in San Francisco.

Jon M. Russo, MBA, is vice president of marketing for iPass Inc. Jon helped take iPass through its initial public offering as the third technology IPO of 2003. He lives in San Jose with his wife, Michele, and their twin daughters, Sophia and Mirabella.

Mark F. Strassman, MBA, of San Rafael, Calif., writes, "I have left Kivera, which produced a platform for location-based services, and am now at Autodesk, heading up marketing and product management for AutoCAD and various AutoCAD-based products and technologies."

1998

Chris Chan, MBA, of South San Francisco writes, "After spending seven illustrious years at Elan Pharmaceuticals (see what happened to Elan's stock after I left in 2000!), I moved to up-and-coming powerhouse Titan Pharmaceuticals, where I am embarking upon my fourth year. (Please ignore what happened to Titan's stock after I arrived in 2000.) Recently I was promoted to associate director of financial planning and reporting, and my efforts to drop the o-c-i-a-t-e from the title on my business card did not succeed. Phenomenally, my wife is still my wife after 11 years, and my son and daughter are still such after 10 and 8 years, respectively. Recently, I received the CMA (Certified Management Accountant) designation, which somewhat alleviates my disappointment of not being accepted by the CIA when they recruited at Haas. Acronyms after my name, that's all I ever really wanted. I honestly miss all of my friends and acquaintances at Haas, and often reminisce warmly about those times where we'd sit around the forum and discuss whether the pain of paying $1 million in tuition per evening semester was adequately softened by the paid-for class textbooks. If any of you are out there, please drop me a line at cchan@titanpharm.com."

Clare Deegan-Kent, MBA, of Ramstein, Germany, writes, "I'm currently at home with my three girls, Audrey (5), Nessa (3), and Finna (1). I do a lot of volunteer work here in Germany. I'm president of the PTA, a Daisy Scout leader, and chairperson of the officer spouses' singing group. So being 'at home' is a bit of a misnomer, but I still often wonder how I got from investment banking to here! My husband, Bob, is serving with the US Air Force in Ramstein — I'm forwarding a picture of us right before he deployed to the Gulf last year. He was subsequently awarded a Bronze Star for his work during Operation Iraqi Freedom. We're glad to have him back!"



Clare Deegan-Kent, MBA 98, and her family in Germany.

Maryam Ghazi-Majidi, MBA, of Mill Valley, Calif., writes, "My life has been enriched over the last year by the arrival of my son, Touss, born Jan. 11, 2003. He brings joy and much perspective to our lives. I am still working full-time for FTI Consulting Inc. (previously the Business Recovery Group of PricewaterhouseCoopers), as a turnaround consultant. It was great seeing many of you at the reunion."



Touss, the one-year-old son of Maryam Ghazi-Majidi, MBA 98

Rich Pearson, MBA, writes, "I'm off to London for a two-year assignment to lead Yahoo!'s direct marketing efforts in Europe."

Yeong-Sang Ryu, MBA, writes, "My family and I moved to Shanghai, China, to seek my own business opportunity last summer. We are settled well here even though we are busy learning Chinese. Hope to see some of you here in one of the most dynamic areas. yeongsang_ryu@alumni.haas.org"

Kevin A. Yen, MBA, of Menlo Park, Calif., writes, "I hope all is well with everyone. Two things that have changed: One, I'm now at Google, and two, I have a beautiful newborn daughter. Fatherhood is beyond words. One thing that has remained the same: Golf game still only muni-worthy."

1999

Norman (David) Bruce, MBA, and Liz Bruce welcomed the birth of their third child, Ellen Elisabeth, on Jan. 26, 2003. David, Liz, Ellie, William (2), and Henry (4) are doing well and enjoying life in Atlanta, Ga. David is a principal with San Francisco-based Barclays Global Investors.

John A. Emerson, MBA, writes, "After travelling to China and working for other tea companies, I've finally set up my own tea business, and it feels great. We focus on tea gifts, top-quality tea mail-order with an 'edu-tainment' spin. Non-tea drinkers even subscribe because they find it an entertaining way to learn some history and culture. Thanks already to the many MBA 99ers who already support me. I'm especially excited about my China tour coming up in May 2004. My tour guide has done four- and five-star tours with Smithsonian and is great to work with. For info, go to www.flyingcloudtea.com/teatrip.html. And, oh yeah, drink more tea!"

Brazilian Chapter Welcomes New Alumni

Osmar Santos, MBA 00, reports that the Brazil Alumni Chapter organized the Brazilian Welcome Party on July 15, 2003, "It was a great opportunity to meet old friends, to welcome the class of 2003, and to wish good luck to the seven Brazilians of the class of 2005. New admits, including those from Rio de Janeiro, came to the event, along with most of the alumni who live in São Paulo.

In addition to the alumni appearing here, **Sanjay Agarwal, MBA 99,** came to the event. We also received updates from **Paulo Penteado, MBA 96; Antônio Carlos Ribeiro, MBA 99; Yosmar Martinez, MBA 00; Fabiano Moron, MBA 03; and Ronaldo Pinto, MBA 04.**

Arthur Calipo sent to us an e-mail with good news. Arthur and **Barbara Calipo, both MBA 98,** recently moved to Australia and are enjoying their new life. As a result, **Fábio Ishigami, MBA 99; Fábio Matsui, MBA 03; Daniel Sousa, MBA 03; Sérgio Shimazaki, MBA 03;** and I are now in charge of the Brazil Chapter, trying to keep up with the excellent job the couple did for the Brazilian Alumni.

During the Party, someone told us that David Downes announced his retirement. The Brazil Alumni Chapter would like to thank him for his huge contribution for the Haas School during his tenure. In addition, we feel proud of the higher number of Brazilian students attending Berkeley's MBA Program. I am sure that the seven Brazilian guys just admitted are going to keep Dan Sullivan pretty busy for the next two years!



The Brazil Alumni Chapter organized the Brazilian Welcome Party on July 15th. Back row, from left to right Alexandre Filizola (MBA 03), Fábio Ishigami (MBA 99), Karina Ribeiro (MBA 05), Sérgio Shimazaki (MBA 03), André Vincent (MBA 05), Daniel Malandrin (MBA 05), Flávio Vidigal (MBA 05), Rogério Scatolini (MBA 05), and Fabíola Santos (MBA 05). Front row from left to right, Ricardo Lewin (MBA 05), Osmar Santos (MBA 00), Fábio Matsui (MBA 03), André Hoffmann (MBA 01), and Fernando Savasini (MBA 99).

Alumni in the News

The Financial Times ran an extensive profile of Robert Lutz, BS 61, MBA 62, vice chairman of General Motors, in its January 3-4 issue. The article, "In the driving seat of a car giant," gave an overview of Lutz's pioneering contributions to US auto design.

Vodafone CEO Arun Sarin, MBA 78, MS 78, and his vision for Vodafone were the subject of a major Financial Times profile, titled "Brand is Big," on December 22.



The Los Angeles Times featured Patrick Awuah, MBA 99, in an article, titled "Ghanain Sees Education as Key to Africa's Future," on November 28. Dean Tom Campbell, who taught a two-week session at Ashesi University last spring, commented on Awuah's "monumental accomplishment" of founding a private university in Ghana.

Awuah and co-founder Nina Marini, MBA 99, previously appeared in The Seattle Times article "Ghana Native Left Microsoft to Sow Seeds of African Ivy League" on September 14.

Intel President and COO Paul Otellini, MBA 74, was featured in the Wall Street Journal on November 18. The article titled, "Change of Pace: Big Bet Behind Intel Comeback," talks about Intel's shift to wireless and longer lives for laptops.

The San Francisco Chronicle described the role of Warren Simmons, BS 49, as the initial developer of Pier 39 in an October 5 article, titled "Pier 39: It Isn't Just for Tourists Anymore." Simmons previously founded Chevy's restaurant chain.

The San Francisco Chronicle profiled Alexandra Johnson, MBA 92, managing director of Land-Bridge Capital Group, on September 24, in the article "Building Business Bridges to the Capitalist Frontier." The Russian native founded this venture capital firm, located in Menlo Park, Calif., which focuses on US-Russian ventures.

MBA student Angel Martin spoke to the San Jose Mercury News about the difficulty of choosing between career and family, published in a September 1 article titled, "Women Juggling Life Choices."

Edward Crane, BS 67, founder and president of the Cato Institute, co-authored an article titled, "Upholding Liberty in America," which appeared in the Financial Times on June 25 and was referenced in the New York Times article, "Shrink Government, the Right Tells the Right," on January 4. The Cato Institute is a think tank based in Washington DC.

Josh Fox, MBA, of Albany, Calif., writes, "Bettina and I are happy to announce the birth of our son, Henry Barrett Fox. He was born in June and is unbearably cute. Yes, we did get married after 10 years of pure sin. I am working as a bond trader for a risk-management firm, and Bettina runs adoptions for Marin County Child Protective Services."

Matthew R. Fry, MBA, writes, "Still living in Stamford, Conn., and working for Starwood Hotels and Resorts, the same company that I worked for right out of business school. Caitlin and I now have three children, Alison, Eliza, and Walter who keep us busy. At Starwood, I work in the Real Estate Group handling new business development and real estate acquisitions and dispositions.

Gina Han, MBA, of Sunnyvale, Calif., is working in product management at PayPal, which is now part of the eBay family. She writes, "I focus on consumer protection to build trust and safety in the user community."

Jennifer Kern Weiss, MBA, writes, "Jacob James Weiss was born on April 4. Having him is absolutely amazing. In January, I became the president and CEO of Boys & Girls Clubs of Petaluma, Calif. Jason, Jacob and I are living in Napa."

Francisco P. Ottino, MBA, writes, "Still in Buenos Aires working for the Techint Group of Companies, now as assistant to the CFO at the holding company. Fortunately, the group is very strong and international, so the job is interesting. On the other hand, the wild devaluation of the local currency has cut my salary in dollars to a half, which allows me to continue living here very well, but makes trips to overseas more expensive. The only good thing about this is that foreign tourists are more tempted now to come because of prices, and I can see some good friends again, such as **Armelle Masseron, MBA 99,** who was here this year. I am not business traveling so often as before, and this year I only saw **Juan Enrique Nestler, MBA 99,** in Santiago. If any of you visit Buenos Aires, send me an email."

Robert (R.J.) Schembs, MBA, writes, "My wife, Miwako, and I are settled into our new life in Tokyo now, and I've just taken a job with Oracle Japan, responsible for CRM and medical, clinical, and health-care applications here. Since we arrived in February, we've had the chance to connect with 'native' Haas 99ers **Hiro Nakamura** and **Kazuhiro Masaki,** recent transplants **Chris Moore** and **Sabina Yoon** (who just had their first child a few months ago), and visitors **Sam Enoka, Chris Heerin,** and **Tanya Steinhofer.** We're having an all-Japan Haas 99 reunion in mid-November, so let me know if you are going to be in the 'hood. schembs@alumni.haas.org or +81-3-3457-0103. Hope everyone is doing well."

Tanya K. Steinhofer (Shaw), MBA, of San Francisco, writes, "My husband, Eric, and I decided to take a break from the rat race this year to travel. So far we've covered Oceania (Australia and New Zealand), Japan, and Thailand. We enjoyed meeting up with Haas alumni in Tokyo (**Chris Moore, Sabina Yoon,** and **RJ Schembs** among others) and Bangkok (**Gil Lo**). Still on the agenda are Nepal and South America. If we ever get rid of the travel bug, we plan to settle back in the Bay Area."

2000

Peter Cowing, MBA, writes, "Since graduation, my wife, Suzann, and I have had two kids, Sienna (2) and Carson (5 months). We moved to Danville almost two years ago and really love it. I also recently accepted a job with IBM Global Services in the Integrated Technology Services division. Things are going well on all fronts, and I hope to catch up with you all soon. Go Bears!"



Maya, daughter of Lisa Housman Tellander, MBA 00, and her husband, Eric.

Lisa Housman Tellander, MBA, has lived in London with her husband, Erik Tellander. Lisa moved to London with the Mitchell Madison Group and continues to work in strategy consulting, currently with EDS. In January of this year Lisa and Erik welcomed into the world their baby daughter, Maja. Lisa has just returned to work part-time after an enjoyable eight-month maternity leave.

Laura Z. Mytels, MBA, and Ethan Andelman were married on Aug. 31, 2003. During Laura's time at Haas, Ethan was next door at Boalt Hall, but they didn't meet until a year after they graduated. Laura is a senior manager of strategy at SBI.Razorfish in San Francisco, where she works with clients as the lead strategist for integrated marketing and Web-based activities. She writes, "I'd love to talk with other Haas folks about what we do!"



Brisen Brady (Vannice), MBA 01, and Scott Brady, MBA 04, celebrated their wedding on 2003 at the church of St. Mary Magdalen in Berkeley.

Cheryl L. Proctor, MBA, writes "In January I left Siebel to pursue an interest in food and nutrition. I'm currently back at school studying dietetics, and plan to go out on my own as a nutritional consultant in a couple of years when I'm done. Hopefully by then, you'll all be fattened up from your travel and expense accounts and in need of my services! Just kidding. Hope everyone is doing well!"

Nick Sturiale, MBA 00, was promoted to general partner at Sevin Rosen Funds. He joined the firm in 1999 as a senior associate and was named partner in 2001.

2001

Brisen Brady (Vannice), MBA 01, and **Scott Brady, MBA 04,** were married at the Church of St. Mary Magdalen in Berkeley. A champagne toast at Live Oak Park immediately followed the ceremony, with dinner and dancing at the Berkeley City Club and a special post-party at Le Colonial in San Francisco. Haas 2001 classmates in attendance included **Heather Anderson, Jen Barron, Sara Baylis, Nancy Blum, Heidi Gilman, Jinny Lee, Ann Marie Macdonald, Liz Maw,** and **Ajay Sreekanth.**

John D. Cummins, MBA, writes, "I have begun a three-year international assignment with Agere Systems as vice president of sales and marketing, China region. My wife, Chris, and sons, Cole (6) and Cameron (2), and I will relocate to Shanghai this January. Our decision wasn't easy (we just bought a house!), but in the end we couldn't refuse the opportunity to experience another culture as a family. If you find yourself traveling in China, please drop me a line."

Dan Israel, MBA, writes, "Allison Fansler and I were married Aug. 31 in Middletown, Va., and had a great crowd of MBA 01s in attendance. **Mike Madigan** did a rock-solid job as one of the ushers. The rest of the Haas crowd represented two continents, East and West coasts, plus the great state of Texas! **Jon,** Lori and Evelyn **Altschuler, Naard** & Evy **Broeckaert, Misha Cornes, Ronnie** and Hope **Gurion, Nate** and Ali **Jones, Joe Moss, Sara Olsen,** and **Sanjay Wagle** all helped to make it a memorable day.

Thomas J. Kutter, MBA, of New York proposed to his longtime girlfriend, Kristen, and celebrated by escaping to the beaches of St. Martin.

For news on the MBAs at the **Nicholson** wedding, please see the note in MBA 95.

Susan J. Ram, MBA, and her husband, Yanir, welcomed a baby boy, Liam Ram, in May 2002. In spring of 2002, they moved to southern California and started a real estate investment company.

Oswaldo Ramirez, MBA, of Mountain View, Calif., writes, "Juan Andres is now 3 months old. We are having lots of fun and, surprisingly, Carolina and I are getting plenty of sleep. On the professional side, I'm still with the treasury at HP and I have recently accepted a job as treasury consultant for Latin America. As a result we will relocate to Houston in January."

Peggy Wu, MBA, writes, "I am ecstatic to announce my recent engagement to John Wheeler after a whirlwind romance of 4 1/2 months. We are preparing for a chaotic but exciting trip to meet each other's family in Chicago, Boston, and New York. We want to enjoy being engaged for a bit before making wedding plans but expect to tie the knot in 2004. We both live in the Bay Area and expect to stay here in the foreseeable horizon. Please keep in touch. wu_peggy@yahoo.com"



Peggy Wu. MBA 01, and her fiancé John Wheeler.

Ingrid Yang, MBA, writes, "I just moved back to Taiwan and am working with ABN Amro as a research analyst now. I really miss my pre-ABN life in the states. Please do come and visit me if you stop by this part of the world. I don't really have a life outside work, but I will definitely arrange time to show my hospitality. Sorry if I did not say goodbye to you. I left in a hurry to squeeze time out between the two jobs to allow myself a

Dim Sum in Hong Kong

In 2003 the Hong Kong Haas Alumni Association celebrated another great year of bringing community to Haas Alumni in Hong Kong, and providing closer connection to the University. As a hub for Asia Pacific, the Hong Kong Haas Alumni Network takes a leadership role in facilitating closer cooperation with chapters around the region especially Shanghai, Beijing, and Singapore.

The chapter's Dim Sum luncheons frequently feature distinguished alumni figures from the Hong Kong and international community. Past speakers include: Chancellor Berdahl, Professor Tien, Dean Tyson, Professor Robinson, Asst. Vice Chancellor International Relations Hsiao, Hong Kong University of Science and Technology Professor Chu, HKUST-Kellogg President Chia, US Senior Officer to ADB Stewart Ballard, and many others. Members of the chapter enjoy a junk boat trip (pictured below).



IN MEMORIAM

William V. Power, BS 30
Arthur P. Crist, BS 31
Takeo Okamoto, BS 33
Lloyd M. Eveland, BS 34
Mary Siegert, BS 34
George Sasaki, BS 36
Floyd W. Johnson, BS 37
Kenneth E. Brown, BS 38
Patricia A. Burd, BS 38
Mahlon F. Cook, BS 38
Virginia A. Hoadley, BA 38
Richard F. Tharp, BS 38
Herman C. Hittenberger, BS 39
Robert L. Lynch, BS 39
Edward L. Soule, BS 39
Edward K. Diran, BS 40
Ben T. Fukutome, BS 42
Jay P. Hamerslag, BS 43
Leland A. Wayne, BS 43
Wendell J. Pomares, BS 45
George G. Little, BS 47
Albert W. Agnew, MBA 48
Thomas A. Edwards, BS 48
John G. Heywood, BS 48
Warren G. Sanford, BS 48
Conway Smith, BS 48
Stanley C. Nelson, BS 49
Robert L. Raschen, BS 49
Glenn V. Vivrette, BS 49
Paul F. Sharp, BS 50
Herbert F. Brandt, BS 52
William L. Denault, BS 52
Robert B. Over, BS 52
Douglas L. Thoreson, BS 52
Darrel L. Brown, BS 53
Daniel Friedman, BS 54
Lewis W. Lee, BS 54
Henry M. Hermann, BS 56
W. Jefferson Giles, BS 57
Robert C. Marks, BS 59
James P. Wagener, BS 59
Ronald E. Sorenson, MBA 62
William S. Hall, BS 63
Richard B. Iglehart, BS 64
Alan S. Lanka, MBA 64
Elliot H. Stevenson, MBA 71
Bruce R. Bishop, MBA 73
Henry E. Fink, MBA 87
John D. Scanlan, MBA 89
Barbara J. Violante, BS 89

vacation in China. I would love to show you the pictures if you drop me a note. Check out my new contact information on the alumni database!"

Eng Young (Yeh), MBA, of Emeryville writes, "This has been an exciting year, to say the least. We moved to Ohio in the winter, had a baby girl in March, decided we miss the Bay Area, so we moved back! Little Amanda is now 7 months old, and I am back at work at Charles Schwab as a senior finance manager."

Amanda displays her organizational skills for her mother Eng Young, MBA 01.



2002

Jay Badenhope, MBA, of Oakland, and his fiancee, Virginia Tsai, are making arrangements for a Valentine's Day 2004 wedding.

Dennis Cox, MBA, recently made a switch from database marketing in the resort real estate industry to practicing residential real estate sales for Prestige Properties of Mammoth in Mammoth Lakes, Calif. He looks forward to seeing more Haas alumni skiing, fishing, and mountain biking in Mammoth Lakes in the near future (and hopes you would consider passing along any referrals as well!). www.PrestigePropertiesMammoth.com."

Michael M. Ellis, MBA, writes, "A lot has happened in the past couple of months. After learning the ins and outs of job searching, I started a position in equity research with Thomas Weisel in September, which focuses on electronic supply chain, and it's going well so far. Been doing a lot of sports and volunteer activities, especially with the Asian Art Museum. And I recently met someone pretty special. I'm still living in Noe Valley in San Francisco and look forward to meeting up with all the Haas people who call it home and everyone else."

2003

Doug Cameron, MBA, writes, "I have been working as a contractor in Visa International's Global Products Group since July. I'm still looking for something full-time. Outside of work, I finished the San Francisco Marathon in July and have been enjoying the many attractions of the Bay Area."

Toshi Koide, MBA, writes, "Hiromi delivered a boy on Sept. 22, 2003. We named him Kaito, meaning a pioneer in Japanese. Both Hiromi and Kaito are healthy."

Abhijit Mitra, MBA, writes, "I was promoted to director of development at Oracle Corporation (thanks to my MBA). My boy's first birthday was on Oct 30. Had a big bash at our place."



Retired professor Albert Schaaf Passes Away

Albert H. Schaaf, professor emeritus, passed away on March 29, 2003. He joined the business school faculty in 1955 after receiving his Ph.D. in economics from UC Berkeley that same year. Over his long career he published numerous articles on real estate and finance. Schaaf was made an emeritus professor in 1978, and he subsequently retired from the faculty in 1980.

Schaaf is survived by his wife, Elizabeth, and his son, Thomas, both of Berkeley. He is also survived by his daughter, Margaret, and two granddaughters, Madeleine and Rebecca, all of Seattle.

Gregory A. Brown, MBA 04, recently launched a company in Seattle called Advantage Global, which helps US-based manufacturers source their components and finished products more directly and efficiently from factories in Asia. He lives in Seattle with his wife, Erika.

Harry Bruintjes (e-Herry), Executive Development, of The Netherlands writes, "Dear Colleagues, times have become harder. But the sun is still shining and we still have the spirit to elaborate on our e-business. Keep up the good work!"

Stephen Frost, Executive Development, of Melbourne, Australia, writes, "I recently left CRM eXpress where I was CEO for three years and have started a new venture (Community One Fundraising Services) to help community-based organizations create reliable monthly income streams to underwrite their administrative overheads. My first contract is with the Assemblies of God in Australia, a church with more than 1,000 congregations and around 160,000 members."

1987

Paul Y. Huo (Yangchung Paul Huo), Ph.D, assumed a new position as the dean of the School of Business at University of Bridgeport Jan. 1, 2003. Prior to moving to Bridgeport, he was the director (dean) and George Frederick Jewett Distinguished Professor of School of Business and Leadership, Universtity of Puget Sound.

1971

Serge Matulich, Ph.D, professor emeritus at the Crummer Graduate School of Business, Rollins College, recently completed a six-week Fulbright Senior Specialist assignment at the University of Rijeka in Pula, Croatia. Serge, a CPA, consulted on the feasibility of starting an MBA program at the Faculty of Economics and Tourism in Pula.

1997

Marc-David L. Seidel, Ph.D, writes, "I have relocated back to the West Coast after spending seven years at the University of Texas at Austin. As of July 1, 2003, I've joined the faculty of the Sauder School of Business at the University of British Columbia. I'm living in downtown Vancouver with an easy commute to campus, and loving the new location."


Members of the Class of 2003

Haas succeeds with **all** of us.

Be a part of it.

Investing in your future shouldn't stop when you graduate. Play a part in continuing the strong Haas tradition.

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