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Spring 2014

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Led by former Dean Laura Tyson,
a new institute at Haas is rethinking
the role of business in society.



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Jennifer Liebermann, MBA/MPH 01, founder and director of Kaiser Permanente's Innovation Center, is one of countless Haas alumni who work at the intersection of business and social impact. **page 9**

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Led by former Dean Laura Tyson, a new institute at Haas is rethinking the role of business in society. The institute's ambitious mission: to inspire and empower the Haas community to develop solutions to our world's most intractable problems.

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Cover Illustration by Viktor Koen

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Haas List

Learn directly from students about the course in India on their blog at courses.garwoodcenter.com/ugba193i/blog.

1 Faculty Game Master



Prof. John Morgan hands out his own cash rewards to students in experiments in his game theory class because he believes small stakes are necessary for the simulations to feel real.

Professor John Morgan is the first recipient of the inaugural Williamson Award, named in honor of Nobel Laureate and Haas Professor Emeritus Oliver Williamson. Presented to Morgan in December, the award recognized Morgan for his contributions to the school, his colleagues, and students. It is the Haas School's highest faculty award.

Morgan teaches game theory and strategy and serves as faculty director of the UC Berkeley Center for Executive Education. His research focuses on competition in online markets. In 2004, he founded the school's Xlab Experimental Social Science Laboratory for conducting experiment-based investigations.

3 Alumni Field of Dreams

UC Berkeley and Kabam, a mobile gaming company co-founded by Haas undergraduate alumnus and CEO Kevin Chou, BS 02, announced a long-term partnership in December that includes the field naming rights at California Memorial Stadium.

Starting in 2014, the field will be known as "Kabam Field at California Memorial Stadium." The 15-year contract, valued at nearly \$18 million, also includes a scholarship program, an internship program, and speaking engagements.

With more than 650 employees and more than \$325 million in annual revenue, Kabam was recently named the Bay Area's fastest growing Internet media company.

4 Faculty Yellen Takes Helm of Fed

Faculty Yellen Takes Helm of Fed



Fed Chair and Prof. Emeritus Janet Yellen

Haas Professor Emeritus Janet Yellen became the first woman to lead the Federal Reserve Board of Governors when she succeeded Ben Bernanke as chair on Feb. 1. Her presidential nomination was approved in the Senate in early January. In a Senate Banking Committee hearing in November, Yellen said she intends to use the role to prevent another financial crisis. She said she will hold down short-term interest rates until unemployment recovers and will continue promoting transparency of Fed decisions. Yellen was the second woman at Berkeley's business school to earn tenure in 1982 as well as the title of full professor in 1985, forging the path for other female business professors at Berkeley-Haas.

2 Faculty Case Series Launches

The Berkeley-Haas Case Series, which extracts lessons for success from unconventional management strategies and disruptive trends, is now reaching a wider audience, thanks to a new distribution agreement with Harvard Business Publishing.

Twenty Berkeley-Haas cases launched on the Harvard Business Publishing website in January, expanding the potential audience to universities around the country. They include studies of Netflix's pricing strategies, Genentech's use of culture to drive business, and a startup's search for the right market for its new technology. The Haas School will add a dozen new cases to the Harvard website every year. Visit cases.haas.berkeley.edu.

5 Entrepreneurship Soaring Startup

An aeronautics startup co-founded by Haas student Jordan Greene, BS 14, with two Berkeley undergraduates landed \$1 million in venture capital funding. Their startup, VIRES Aeronautics, is now testing new wing technology that promises to make airplanes take off and land faster, carry more weight, fly longer, and use less fuel.

6 Executive Education Teaching Innovation Online

More than 150 executives from such diverse industries as technology, retail, and finance became the first students to take a new on-line course called Leading Innovative Change, offered through the UC Center for Executive Education at the Haas School. Students learned from cases, online lectures by Haas faculty, and each other in teams facilitated by a professional coach.

"The experience was absolutely just as good as being in a classroom," says Jon Arnold, a marketing executive at Cumberland Farms, an East Coast chain of convenience stores and gas stations. "Even better was the flexibility to listen to the lectures when you wanted."

Arnold says learning how culture fosters innovation was particularly valuable as Cumberland Farms reinvents itself and harnesses a new phone app.

Undergraduate

Innovating in India

Twenty-five Haas undergrads traveled to India during winter break for a new applied-learning course called Open Innovation in Emerging Economies.

Based in Bangalore, students visited multinational firms such as IBM and local companies such as Apollo Hospitals, one of Asia's largest hospital groups. Students also teamed up with local business students and consultants in a rural village to develop new business models for six companies.

"The biggest highlight for me was realizing that we have a lot to learn from developing countries and not just the other way around," says Arushi Saxena, BS 15, a student in the course. "They operate with lower budgets and their customers usually have more constraints, so their innovation is done in a way that can be applied everywhere."

But innovation in America and other developed countries cannot always be applied to India."

Students take a break from studies for a "quick" elephant ride.

7



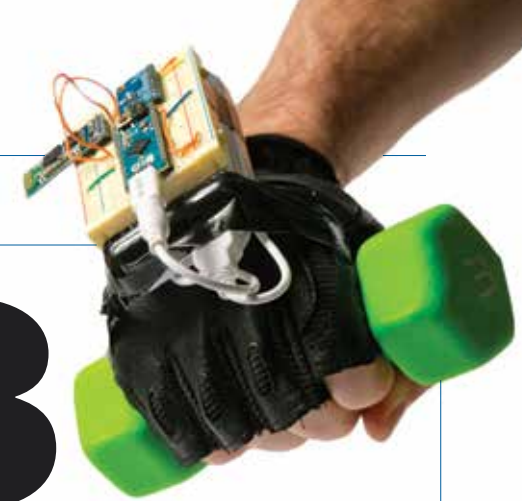
8 MBA Maker Lair

From a special tote bag for farmers' markets to a weightlifting glove that provides instant feedback, a smorgasbord of prototypes were shown off by students at the annual December tradeshow for the interdisciplinary Managing New Product Design course. Hugo De Blauwe and Swapnil Dixit, both MBA 14, collaborated with chemical and mechanical engineers to develop IntelliCrop, a mobile app that automates the collection of crop data. The seed for the idea came from a Sacramento nut farmer who wards off winter frost by flying helicopters over his fields throughout the night—at no small cost. Alumnus Brad Edgar, BS 90, PhD 97, CEO of 44 Energy Technologies, served as a tradeshow judge and coach for team Garden Gate, which designed a compartmentalized tote bag to improve shopping at farmers' markets. Edgar was impressed by the thorough market research demonstrated by the teams: "Students got in touch with customers as real people."



9 Alumni Olympic Triumph

Darrin Steele, MBA 08, CEO of the U.S. Bobsled and Skeleton Federation, will never forget the Sochi Olympics. Even before the Games began, the federation grabbed attention with a new BMW partnership on two-person sleds. Then the U.S. became the first nation ever to win a medal in all five bobsled and skeleton races, culminating with the four-man team's bronze. "I have to admit it was a very emotional moment when we earned the medal in the four-man race," says Steele. "That was the icing on the cake for a fantastic overall Games performance."



Haas News



BY THE NUMBERS

Banner Year for Fundraising

\$42.5M

Total gifts and pledges
7/1/2012-6/30/2013

\$265M

Endowment, June 2013

2,855

Haas True Blue donors who gave for 5 or more years

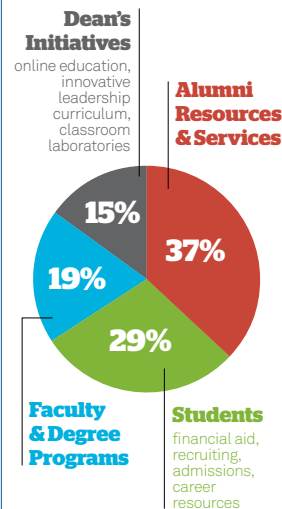
4,631

Haas Fund donors

\$3.6M

New record in Haas Fund cash giving

Where Haas Fund Donations Go



Lauren Kalette, Ryan Bogert, Aquila Hussain, all MBA 15, perform a skit to explain their Nike fitness app that syncs in a Ford car.

Matchmakers

MBA students envision novel partnerships for Nike, SAP, and more

Second-year students in the Evening & Weekend Berkeley MBA Program spent a weekend in January working with executives from seven top companies to create co-innovation partnerships among seemingly unlikely bedfellows.

Teams of students worked with executives from Citi, Ford, Kaiser Permanente, Nike, Panasonic, SAP, and Verizon as part of the program's annual Mid-Program Academic Review (MPAR) course. Rather than simply focusing on one company, each team was challenged to find opportunities for two partners to innovate together.

"It was so much fun," says Aquila Hussain, MBA 15, whose Nike-Ford team was chosen by Nike for having the best idea and best storytelling. Her team created a playful skit to illustrate the idea of a virtual trainer app that Ford could sync in cars to motivate drivers to stop at the gym after work.

Alex Kinnebrew, director of innovation at Citi Ventures, found a suggested partnership between Citi and Nike particularly intriguing. Students proposed creating a virtual allowance for children with a simple Web interface that would allow parents to reward active, healthy behavior. Says Kinnebrew, "It's really exciting for the partners and the students to realize that this process does in fact produce very meaningful results."



Extra! Extra!

San Quentin inmates tap MBA students for expansion advice

Twice a month last semester, five Berkeley MBA students went to prison. With security clearances and careful shepherding, the students helped inmates develop a plan to enable California's only prison-based newspaper, the *San Quentin News*, expand distribution to all of the state's inmates.

Their project was one of the most unusual ones in Haas' experiential learning course Social Sector Solutions for Social Enterprises. The course gives students hands-on management consulting training with social enterprises.

The San Quentin team recommended increasing revenue through grants and donor-subscribers from the outside and strengthening the paper's brand identity within the system. They also provided guidance on how to better organize the business and printing operations.

"Like many inmates, those on the newspaper team have had a lot of time to reflect on their actions, their lives, and their need for healing," says Jon Spurlock, MBA 15. "They're a talented, intelligent group of guys who want to improve themselves and make a difference in the lives of others in the system."

Real-World Finance

Students fan across the country for financial engineering internships

Hands-on training, support from alumni, and exposure to new fields of finance are among the many experiences that financial engineering students gained in internships that wrapped up in January.

"I was surprised to find how strong the Berkeley MFE network is in New York," says Kate Matrosova, MFE 14, who rotated through three different departments at BNP Paribas in Manhattan. "In each department there was an alumnus who stopped by to say hello and ask me about my experience and offer help."

Morgan Stanley hired the most interns—seven in New York City and three in London. Three students worked at Goldman Sachs in New York, two landed internships at Facebook's headquarters, and five worked for BlackRock in San Francisco.

Enlightened

MBA students show off cleantech solutions

In the atrium of the College of Engineering's Sutardja Dai Hall, a screen displays real-time results as audience members text in votes on what they'd just seen on stage.

It wasn't a Berkeley version of American Idol. The audience was voting on favorites from a spate of innovative, environmentally friendly energy technologies studied as part of Cleantech to Market (C2M), a unique collaboration of the Haas School, other UC Berkeley units, and the Lawrence Berkeley National Laboratory (LBNL).

The students' goal: figure out how to take the scientists' work out of the lab and into commercial markets. Launched as a pilot program in 2008, C2M has expanded into an experiential learning course overseen by the Energy Institute at Haas.

"C2M was one of the key reasons I came to Haas," says Michael Lebow, MBA 14. "The Bay Area has an incredibly strong cleantech scene, and Cleantech to Market offers a hands-on opportunity to get involved."

Lebow's team was charged with finding new applications for an emerging technology known as a rugged metal-supported solid oxide fuel cell. After analyzing 13 markets—from backpacking to remote communication towers—the team concluded the most promising one relates to powering natural gas well equipment during hydraulic fracturing to help prevent the escape of methane gas.

Says Lebow, "We believe that if we eliminate the venting and the flaring nationwide, it's the equivalent of taking two million cars off the road per year."



Michael Lebow, MBA 14, and engineering PhD candidate Sibel Lebicci demonstrate a heat-powered fuel cell that could help reduce the environmental impact of fracking.

DEAN'S LETTER



Did you know?

Five fundamental facts about Berkeley-Haas

From time to time I thought it might be fun to dedicate this column to facts about Haas that may be new to many of our readers. The five I cover here are all fundamental to who we are as a school, and how far we have come together.

1 About one of every four slots in our Undergraduate Program is available to community college transfers. This has been an important contribution to UC Berkeley's role in advancing of social mobility. It's part of the California Master Plan for Higher Education and remains an anchor to our public mission.

2 The two largest of our six degree programs are our Evening & Weekend Berkeley MBA and our Undergraduate programs. The Undergrad Program has about 750 students and is #2 in its most relevant ranking (*U.S. News*). The Evening & Weekend Program has about 700 students and is #1 in its most relevant ranking (*U.S. News*).

3 The net economic flow of dollars between the Haas School and the Berkeley campus is now from Haas to the campus and sums to about 5 percent of the Haas School's budget. This is on par with the net economic relationship of other top business schools and their campuses, public and private.

4 The generosity of our alumni and friends is more important than ever to the strength of our school and ability to innovate. Our school would "shut down" midway through the academic year if we were funded solely by student tuition. Gifts and endowment payout make up nearly a third of what is needed to continue our teaching and stellar research.

5 Executive education, where senior executives across many industries and geographies participate in short programs at Berkeley and on-site at companies, now accounts for about 20 percent of our annual revenue. These programs in leadership, corporate innovation and entrepreneurship, strategy, and other areas are an important way that our faculty stay sharp to the needs of the rapidly evolving business world.

As always, I and the rest of your Haas community remain grateful for your ongoing support and encouragement. There is no limit to our upside together.

Sincerely Yours,

Rich Lyons, BS 82
lyons@haas.berkeley.edu

Power of **Haas** Ideas

Read the new Institute for Business & Social Impact Blog at businesssocialimpact.wordpress.com.

E-COMMERCE Associate Professor Steven Tadelis

Paid Search Doesn't Pay

Study questions a multibillion-dollar online ad model

Businesses spend billions to reach customers through paid online search advertising, but just how effective is it? Using data from eBay, Associate Professor Steven Tadelis investigated whether consumers are more likely to click on paid ads than on free, generic search results. The answer: no.

"We found that when you turn off the paid advertising, almost all of the traffic that came through the paid search is just substituted by the other free channels," says Tadelis.

Tadelis conducted the study, "Consumer Heterogeneity and Paid Search Effectiveness: A Large Scale Field Experiment," at eBay with co-authors Thomas Blake, an economist in the economics research team that Tadelis started at eBay, and former eBay economist Chris Nosko of the University of Chicago.

To measure the effectiveness of paid search, Tadelis and his co-authors turned off eBay's paid search in 68 areas in the United States. If a consumer typed in the search term "white blouse" online in these markets, she would not see any retail ads by eBay for "white blouse" but only from other advertisers who bid on the "white blouse" keywords.

At the end of 60 days, Tadelis and his colleagues compared sales of two groups: one that received no paid search results and another in which paid search remained untouched. Again, consumer sales as a result of the paid search showed no measurable increase from those who made purchases via unpaid channels (such as organic searches, or directly visiting ebay.com).

To ensure the robustness of their results, the researchers eliminated eBay's paid keyword searches throughout the country in a second experiment and then compared sales for that period to an equivalent period with paid search on.

"If advertising is indeed a strong driver of sales, we should have seen sales plummet," says Tadelis. "But the impact on sales was indistinguishable and not significantly different than zero."

Furthermore, for "brand" keywords such as "eBay" or other company name keywords, paid ads sit just above the generic search results. For example, a search for "Macy's" results in a Macy's free search below the Macys paid ad. Consequently, Tadelis says the paid search result adds no additional benefit to the advertiser. "It's not that clicking on the result caused engagement, it's that the intent to engage caused people to click on it," says Tadelis.

On any given day advertisers, including eBay, bid on millions of keywords. Tadelis hopes this work will encourage other e-commerce businesses to conduct this type of microeconomic research to better measure the impact of paid search traffic on the web. —Pamela Tom

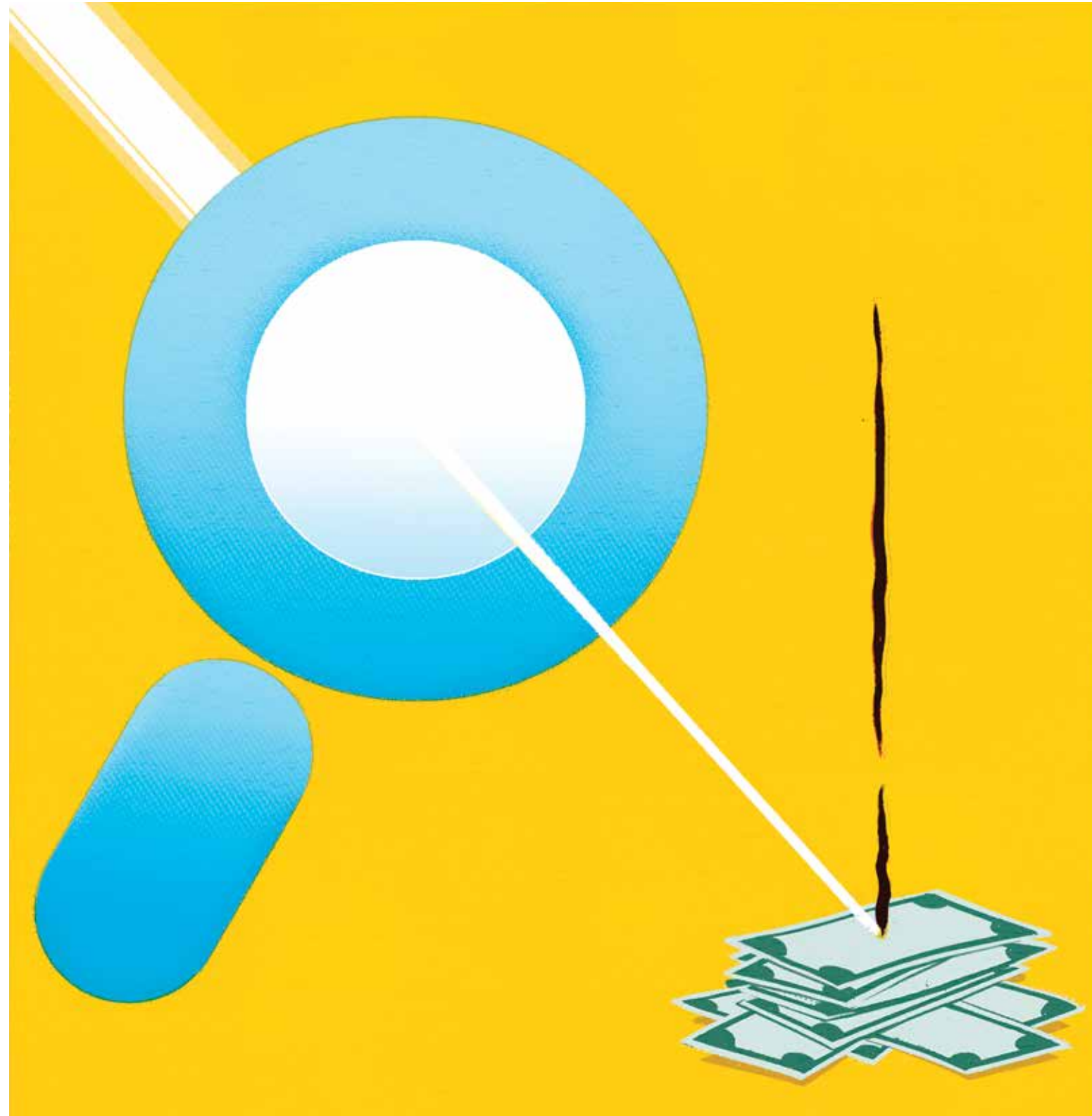


ILLUSTRATION BY CHRIS GASH

Worried About Whistleblowers?

The answer: strong corporate culture

By Adair Morse and Jo-Ellen Pozner



Assistant Profs. Adair Morse (top) and Jo-Ellen Pozner (bottom)

Forbes has declared 2014 "the Year of the Whistleblower." The *Wall Street Journal* essentially predicted that this would be the Year of the General Counsel because corporations will face a lot of legal scrutiny.

These are related. Both the Internal Revenue Service and the Securities and Exchange Commission now have rules that offer potentially big bounties to individuals who expose corporate fraud. It's a monetary incentive for employees and other insiders to blow the whistle, and it's working. In 2012 and 2013, the SEC recorded 3,000 whistleblower claims, many of which will be settled this year.

The pushback has already begun. Corporate general counsels fear that the upcoming

payouts will trigger a new wave of accusations. They also warn that an Orwellian cadre of snitches is likely to be bad for corporate culture.

Yet it is also likely that those whistleblowers will expose and deter real fraud. In a recent study with colleagues at the University of Toronto and the University of Chicago, we estimated that 14 percent of large public corporations are engaging in fraud and that the average exposed fraud costs investors about 20 percent of the firm's value. This is not trivial.

A few years ago, we published a study in the *Journal of Finance* that documented how bad life becomes for employees who expose fraud. Whistleblowers often become unemployable and have to move to different cities, even if their accusations are proven correct, because the fallout from their revelations often negatively impacts their communities. The fraud-deterrence system has to pay whistleblowers to go into retirement, a finding that Congress incorporated into the Dodd-Frank financial reform law of 2010.

In the SEC's implementation of Dodd-Frank, whistleblowers remain protected by anonymity while their claims are being investigated. Many corporate lawyers worry anonymity will make employees look at whistleblowing as a risk-free lottery ticket. It is also possible that the SEC will be overwhelmed by unsubstantiated or false allegations—3,000 new cases per year is a large number relative to 12,000 public companies and 30,000 SEC registrants.

Establishing more rigorous requirements or making the accusers' names public would discourage informants who don't have evidence of substantial, prosecutable misconduct. But tinkering with the incentive structure is also likely to deter exposure of real misconduct because the danger to a potential whistleblower's reputation and career would be too high for all but a few people to justify.

A better approach would be for leaders in business and education to change corporate cultures on a larger scale. Leaders can use the opportunity of the SEC bounty program to reinforce healthy corporate values. Companies can strengthen the norms of honesty and fair play, encourage employees to question assumptions and the status quo, and reward openness and transparency. Strong corporate cultures can help deter fraud by avoiding the slippery slope of day-to-day malfeasance, which has been shown to lead to larger and more systemic deception.

We are not suggesting whistleblowers will ever be celebrated within the companies they expose. But corporations should recognize that deterrence means more than figuring out ways to inhibit fraud and snitching. Deterrence also requires embracing the perhaps old-fashioned idea that employees should feel part of a culture of shared values, and that they will be rewarded for working together as well as for working in hierarchical competition.

Excerpted from the Institute for Business & Social Impact Blog.

EMPOWERING



Led by former Dean Laura Tyson, a new institute at Haas is rethinking the role of business in society.

What role should business play in solving the most intractable problems of our time? This sometimes controversial question has provoked the thinking and teaching of business school faculty at UC Berkeley since the 1950s, when the first courses on corporate social responsibility were offered here.

Building on its rich history, the Haas School took another big step to propel the movement forward with its launch of the new Institute for Business and Social Impact in November 2013. Led by Professor and former Dean Laura Tyson, the institute's ambitious goal is to inspire and empower the Haas community to develop pioneering solutions for pressing social and environmental challenges.

At the core of the institute's mission is the conviction that addressing society's largest problems requires leadership and cooperation from all sectors—for-profit businesses, nonprofit organizations, social enterprises, and government.

"These problems are simply too big and complex for any one of these actors to solve by themselves," Tyson said pointedly at the institute's launch event.

The institute brings several units at Haas under one umbrella: the Center for Nonprofit and Public Leadership, the Center for Responsible Business, the Graduate Program in Health Management, and the Global Social Venture Competition. Tyson also plans to launch a women's initiative and other new programs related to the institute's mission.

Of course, the careers of countless alumni working at the intersection of business and social impact already have taken wing, set in motion by their passion to think beyond themselves and their education at Haas. Here we feature the stories of three of those alumni, as well as three faculty whose research sheds light on some of society's most difficult challenges.

ALUMNI

Health Care Futurist

Jennifer Liebermann literally created the job of her dreams: mapping out the future of health care for one of the nation's biggest and most innovative providers.

Liebermann is the founder and director of Kaiser Permanente's Garfield Innovation Center. Based in San Leandro, Calif., the 37,000-square-foot facility looks like a mash-up of a testing laboratory, movie set, and Montessori school for adults. It includes a mock operating room, medical/surgical unit, and even what looks like the interior of an ordinary home.

The center tests new technology, from electronic records to robots that make hospital rounds. But it also tests innovative social and organizational strategies to improve health outcomes.

"This is a place where people come together to envision the future," Liebermann explains. "We run ideas through their paces and give them a chance. Sometimes they don't work, but successful failures are an important part of innovation."

Having grown up in San Francisco's Castro district, where she had seen the ravages caused by HIV, Liebermann arrived at Berkeley-Haas with a passion for improving public health.

"I was heavily influenced by the entrepreneurship classes that Jerry Engel taught at Haas—when you see a need, you build something," she says. She also found inspiration in an experimental engineering class, taught by Senior Lecturer Sara Beckman, in which students built actual circuits as prototypes. That hands-on experience made her realize the learning power that comes with making things tangible.

After graduation, she joined Kaiser Permanente,

"We run ideas through their paces and give them a chance. Sometimes they don't work, but successful failures are an important part of innovation."

one of the nation's largest not-for-profit health plans, serving more than 9.1 million members. It was KP's chief nursing officer who first mused about an innovation center to screen new technologies that were being pitched constantly at nurses. Liebermann soon began working on a more ambitious vision, to explore health care innovation in general.

The idea picked up traction around Kaiser. People working with technology wanted better ways to test new gadgets and systems in a realistic setting. People designing hospitals wanted to experiment with ways to make them more humane and efficient. Building support from many corners of the organization, Liebermann eventually raised the money to get the Innovation Center up and running.

Upon opening its doors in 2006, the Innovation Center initially focused on testing new medical technologies and figuring out the possible ripple effects on health care delivery. One of the first breakthroughs was a system that uses new technology and procedures to improve medication administration. That system is now operating in all 40 of Kaiser's hospitals around the country.

The center soon broadened out, examining the social and organizational aspects of keeping members healthier. One current project is Imagining Care Anywhere, which looks at how technology can provide health care to patients when they are at home, work, or in community settings.

"It's Public Health 101, focusing on how to keep people healthy and well," Liebermann says. "If we can give them a way to refill their prescriptions while waiting for the bus, and help them make healthy eating choices, then we'll be a lot more successful in meeting their needs and ours." —Ed Andrews



Jennifer Liebermann, MBA/MPH 01
Founder & Director,
Kaiser Permanente
Innovation Center



Paul Gertler
Li Ka Shing
Foundation Chair
in Health Management

FACULTY

Teaching Students at Home, Improving Lives Overseas

As an early pioneer in bringing academic rigor to the evaluation of social programs in developing countries, Professor Paul Gertler has changed how international organizations, governments, and NGOs operate to improve lives around the world.

Take his work in Mexico. Gertler was recruited by the Mexican government to join a four-member team to evaluate the nation's first large-scale conditional cash-transfer program to break the intergenerational chain of poverty. Launched in 1997, the Progresá program provided cash payments to families in exchange for regular school attendance, health clinic visits, and nutritional support. Gertler's evaluation included 500 communities with 24,000 households.

"We found massive improvements in health, edu-

cation, reductions in poverty after just two years," Gertler says.

As a result, Progresá was sustained across political administrations—a rarity in Mexico—and has more than 5 million families enrolled today. "It has been credited with having a large impact on people's lives in terms of lowering poverty," says Gertler.

Earlier in his career, Gertler saw the impact of work published in the journal *Demography*. The research in Indonesia was one of the first impact evaluations in a developing country and one of the first evaluations to investigate the effect of government subsidies on lowering fertility, which is associated with general economic development.

Using data from a survey of 15,000 women, Gertler and co-author J.W. Molyneux of Brown University found that the fertility rate in Indonesia dropped by half in 20 years—"really, really fast," Gertler notes. But the government programs weren't the major cause of that decline.

"During that same period, the government had mandated that everyone finish primary school. The country also went through an oil boom, and there was a big demand for labor," Gertler explains. "Women started entering the labor force and the male/female wage difference went down. It was really the empowerment of women and a reduction in the demand for children that explained 75 percent of the fertility decline. The family planning program explained very little."

Gertler then received a call from the World Bank asking if he believed the results in the *Demography* article. "I told him that I did, and he said that he was going to use my paper to cancel a billion-dollar loan to the Indonesian government. I was floored," recalls Gertler. "We realized we could re-allocate funds from programs that didn't work to information campaigns or sex education programs in schools. That was quite wonderful."

Since then, Gertler's work has taken him everywhere from Rwanda to examine pay-for-performance health care to Latin America to study government interventions in illegal slums.

Gertler also believes mentoring is a way to make change. He recalls helping a "super-bright" doctor in Rwanda working on his PhD in epidemiology at Tulane University.

"We brought him into our research project and allowed him to use the data for his PhD thesis, which I wrote with him," says Gertler. "Now he's a health economist in Africa and getting attention. We're helping build the career of someone who is much more likely to have influence on what happens in Rwanda than anything I write."

Adds Gertler, "I get enormous satisfaction seeing students and former students move into policy jobs in developed and developing countries." —Victoria Chang

ALUMNI

Going Green in Retail

Eliminate 20 million metric tons of carbon emissions, the equivalent of taking 3.8 million cars off the road. That was the daunting task that Walmart assigned Rob Kaplan on his first day at work: implement the giant retailer's goal to drastically reduce the carbon embedded in products sold in its stores.

Walmart had already worked out a basic strategy with the Environmental Defense Fund and other groups, but it fell to Kaplan to nail down specific priorities and plans. That meant working with legions of vendors and their supply chains to reduce the greenhouse gas emissions required to produce, ship, and consume products ranging from meat and vegetables to laptops and detergent.

Today, Walmart says it is well along the way toward hitting its goal by 2015, and Kaplan has assumed an even broader job. As director of product sustainability, he is now responsible for improving the overall environmental sustainability of Walmart's "Consumables" and "Health & Wellness" businesses, including health and beauty products, household chemicals, and pharmaceuticals. On top of that, he oversees efforts to improve packaging (a major source of long-lasting waste), and supervises Walmart's direct-farm program to enable stores abroad to buy more food from local farms.

For Kaplan, it's all about harnessing the power of business to make the world healthier, safer, and fairer.

Some of these challenges are systemic, and no single company or manufacturer can influence an entire supply chain on its own."

Before coming to Haas, he had been communications director at Fight Crime: Invest in Kids California. At the Haas Center for Responsible Business under faculty director Kellie McElhaney, he concentrated on building the business case for social entrepreneurship and corporate responsibility. He was on an MBA team that developed a green-marketing strategy for Fetzer Wines. The results were so good that Fetzer parent Brown-Forman hired Kaplan upon graduation as senior corporate responsibility analyst.

The common thread for Kaplan has been marrying the goals of a for-profit business with broader social objectives.

"This work is ultimately 100 percent about the bottom line," Kaplan emphasizes. "We are not just doing this for the environment, or for feel-good reasons. We are creating value for our company while also creating value for the environment."

Kaplan cautions that he often encounters resistance, and that Walmart's suppliers often worry about changes that will make them less competitive. The answer is to work with the whole constellation of buyers and vendors.

"Some of these challenges are systemic, and no single company or manufacturer can influence an entire supply chain on its own," Kaplan says. "So how do we help move an entire industry together? If every company in the supply chain is moving at the same pace, then you're able to raise the tide for all of them."

—Ed Andrews



Rob Kaplan, MBA 07
Director of Product
Sustainability, Walmart



Laura Kray
Warren E. and
Carol Spieker
Chair in Leadership

FACULTY

Unraveling the Complexities of Women in Business

Because Professor Laura Kray grew up in a household where females were the clear majority (5-1 ratio with four daughters), she took for granted that women can achieve anything they want. It wasn't until later, when Kray began working her way up in the male-dominated world of tenure-track academia, that she realized it's not that simple.

Building on her many years of trailblazing research and experience as founding faculty director of the Women's Executive Leadership Program at Haas, Kray now hopes to develop a series of initiatives around women in business as part of the new Institute for Business and Social Impact. Kray has teamed up with Kellie McElhaney, faculty director of the Center for Responsible Business, and Laura Tyson, faculty director of the Institute for Business and Social Impact and co-author of the annual Global Gender Gap Report of the World Economic Forum, to map out an ambitious

agenda to be implemented over the next several years that includes research symposia, classes, a speaker series, alumni engagement, and corporate seminars.

"It's an auspicious time for women's leadership. We are fortunate to have so many thoughtful women—Sheryl Sandberg, Anne-Marie Slaughter, and Debora Spar—speaking out and writing candidly about their experiences to the top of their professions," says Kray.

Like those leaders, Kray aims to empower women by having a conversation about gender that encourages them to stay—and excel—in the professional game.

Kray brings her own research to this conversation. In a forthcoming article in *Social Psychology and Personality Science*, Kray and co-author Jessica Kennedy of Wharton show that women are less comfortable than men with ethical compromise in the name of profits and status.

"As income inequality grows, we need to look closely at what is driving women and men's career decisions to enter and remain in business, an arena where vast quantities of wealth are generated," Kray notes.

Kray first became interested in gender issues as a post-doc at Northwestern's Kellogg School of Management in the late 1990s, a time when gender was drawing little attention in scholarly research, she recalls. Her interest was piqued when a student asked her what role gender plays in negotiations and she didn't have an empirically sound answer.

So she built on emerging research on "stereotype threat," in which a person is at risk of confirming a negative stereotype about her own social group—even if she doesn't believe it to be true. Kray conducted her own research and found that this phenomenon applies to women in negotiations, but it's not a *fait accompli*.

"It's not that women can't negotiate, but that there are subtle messages suggesting to us that we can't," says Kray. "By raising awareness about lingering gender stereotypes in business negotiations, women are licensed to pursue their goals assertively."

In subsequent research, Kray and two co-authors showed that women underperform when told certain traits associated with men lead to successful negotiations. The trio asked, what if women are told traits typically associated with women lead to successful negotiations? Kray coined a new phrase, "stereotype regeneration," in which the stereotype for an effective negotiator is regenerated into feminine terms such as "good listener" and "understanding the other side's emotions." With those new linkages, women actually outperformed their male counterparts in negotiations.

"The reason why Laura has had such a large impact is that she has gone beyond just saying, 'men negotiate more effectively than women' to focus on *when* and *how* sex effects appear," explains co-author Adam Galinsky from Columbia.

"It's important to recognize that gender differences are not set in stone but are rather quite malleable," Kray adds. "By conducting research to understand *when* women are most at risk of being set back by negative stereotypes, we are better poised to create truly innovative organizations that level the playing field."
—Victoria Chang

ALUMNI

Inspiring Disruptive Thinking around the Globe

Through his work in international development, Peter Reiling came to one pivotal realization that would shape his career: Bold, creative, entrepreneurial leadership is essential to making a dent in the planet's biggest problems.

And so, after spending 35 years living and working overseas doing everything from plowing cotton behind a team of oxen in Togo to helping Nicaraguan farmers supply beans to Peet's Coffee, Reiling is now dedicated to inspiring entrepreneurs themselves around the globe to give back to society.

"Lots of people are hammering away at the many challenges we face, from education to health care, poverty to environmental degradation," explains Reiling. "Too few are taking a disruptive approach—thinking of new ways to address classic problems."

Reiling hopes to change that through his work at The Aspen Institute, based in Washington, D.C. Every year, the institute chooses 20 Henry Crown fellows—entrepreneurial business leaders who have already achieved considerable success—to inspire them to play a broader role in improving their communities, countries, or the world. The fellows—now numbering more than 1,800—include Netflix CEO Reed Hastings; Haas alumnus Patrick Awuah, MBA 99, founder of Ashesi University in Ghana; and Sheila Marcelo, founder of the recently IPO'd Care.com.

"The vision," Reiling explains, "is to build a highly interactive, ever-growing constellation of forward-thinking, entrepreneurial leaders working separately and together to solve some of the world's greatest problems."

With a Belgian mother and German father, Reiling grew up with a love of travel. He attended Georgetown's School of Foreign Service and then worked in Africa, first in the

“ realized the best way to tackle the sorts of problems developing countries were facing was to organize the local entrepreneurial community and challenge them to come up with creative solutions rather than relying on foreign aid.”

Peace Corps in Togo and then with USAID in Niger.

After five years, Reiling realized he needed skills in finance, accounting, and marketing for a successful international development career. He chose Berkeley because of its global focus and reputation as a “forward-looking community.” (One bonus: meeting his wife, Denise Byrne, MBA 87.)

After graduation, Reiling worked his way up to CEO at TechnoServe, a nonprofit whose mission was to help build local businesses to create jobs in developing countries. While at TechnoServe Reiling was nominated for The Aspen Institute's Henry Crown Fellowship, one of a dozen fellowships that he now oversees. Fellows are required to launch a project that stretches their leadership and takes on a problem that others are unable to solve. Reiling's project: a program in Africa modeled after the Henry Crown Fellowship.

"I realized the best way to tackle the sorts of problems developing countries were facing was to organize the local entrepreneurial community and challenge them to come up with creative solutions rather than relying on foreign aid," he says.

Reiling created leadership initiatives in Africa and Central America while still at TechnoServe, and then in India, the Middle East, and China after joining The Aspen Institute in 2004.

His most challenging work has been in the Middle East, where he and his staff organized a leadership retreat for 22 entrepreneurs in Jordan in 2009, just months after a serious escalation in Israel-Gaza tensions. "We had to get the Israelis, Palestinians, Jordanians, Lebanese, Egyptians, Kuwaitis, and Saudis in the room to accept that they could learn from one another if they'd only shed their 'masks'—something they accepted, building lifelong friendships against all odds."—Ronna Kelly

Peter Reiling, MBA 86
Executive Vice President,
Leadership and
Seminar Programs
The Aspen Institute





Ernesto Dal Bó
Faculty Research
Director, Center for
Nonprofit and Public
Leadership

FACULTY Mixing Business and Politics

Is corruption through violence different from corruption by bribery? What are the economic and political causes of failed states? Do higher wages attract better public servants? These are just a few of the questions that Associate Professor Ernesto Dal Bó has studied using the prism of an economist. His underlying goal: to shed light on how economic forces shape and are shaped by the health of political and social institutions.


Dal Bó's research has taken him to remote villages in Mexico, to judges' chambers in Colombia, and to halls of the U.S. Congress. At the Berkeley-Haas Institute for Business and Social Impact, he is now applying his analytical methods and insights to the cross-sectoral challenges of making societies both more prosperous and more just.

"If you think about corporate social responsibility, social entrepreneurship, and the role of nonprofits, you can trace each of these to some adaptation of society to market and government failures," he says. "I am a political economist—an economist who looks at economics and politics together. Why is this important? Because governance is at the root of economic development and of all the modalities of private-sector business."

After growing up in Buenos Aires under a dictatorship, Dal Bó became convinced that traditional thinking on governance didn't capture the challenges.

"American textbooks in economics and politics posit very mild-mannered agents acting within neat institutional settings," he says. "This did not match our experience growing up in the politically repressive and economically volatile dictatorship of Argentina in the 1970s and '80s."

The standard theories about corruption, for example, assumed that corrupt public officials were privileged decision-makers who auctioned their support to the


"American textbooks in economics and politics posit very mild-mannered agents acting within neat institutional settings. This did not match our experience growing up in ... Argentina."

highest bidders. Dal Bó suspected that coercion and the threat of violence were often as important as bribery, which meant that standard recipes for fighting corruption might prove ineffective.

Dal Bó examined those issues in a series of papers published with his brother, Pedro Dal Bó of Brown University. They have shown that honest reformers are often blocked or driven away by threats of violence. The more violent and corrupt the environment, they found, the lower the quality of public officials was likely to be.

In another study, Dal Bó found that giving senior public officials judicial immunity from prosecution could actually reduce corruption in countries where the judicial systems are weak and interest groups use baseless charges of corruption to block normal governance. (In countries with good judges and courts, he cautioned, immunity from prosecution was likely to increase corruption.)

Dal Bó's latest research, in Mexico, examined whether higher wages attract better public servants. A considerable literature theorized that higher salaries would attract poorer candidates who cared about money rather than public service. Dal Bó and two colleagues disproved that, studying an experiment in which the Mexican government advertised identical jobs at different wages. Their finding: Higher-wage offers attracted candidates who were better qualified, more motivated, and had higher IQ's.

As Dal Bó looks into the future, he sees himself as a connector: "I see my work at Berkeley-Haas as connecting groups together and connecting our intellectual tradition to the themes that have occupied me for many years. With the Berkeley Center for Political Economy, our new Institute for Business and Social Impact, and other programs, I think we can shape a stream of high quality students that can go on to change organizations and the world."—Ed Andrews

ALUMNI

From International Banking to Serving Local Youth

Every day, Mary Denton is reminded of why she left banking for the nonprofit world: At lunch, the 30 or so students of Irene M. Hunt School of Marin stream by her office window on their way to relax and play in the rolling hills of San Anselmo.

The students of all ages suffer from emotional disabilities that prevent them from attending other schools. The teachers at Hunt School not only teach the usual subjects, but also provide a therapeutic environment to help them return to a less restrictive school setting.

"The work we do is transformational," Denton says. "It changes lives." Denton is the CEO of Sunny Hills Services, a 118-year-old agency that helps at-risk youth. Besides Hunt School, Sunny Hills runs 15 programs throughout the Bay Area, including a residential program for young adults aging out of the foster care system, a drop-in center for LGBTQ youth, support for family members caring for children when their parents are unable, and mental health treatment for juvenile offenders.

Denton's move into the nonprofit sector was an abrupt shift from her previous life as a vice president at Bank of America. For 19 years, she lived and worked in New York and abroad, conducting international syndicated lending and investment management. She then worked as a consultant for four years in international banking. Her nonprofit career got its start when she served on the board of Make A Circus, a now-defunct Bay Area summer program that allowed children to create their own traveling circuses.

"I was amazed at what they did with a half-million-dollar budget," she says. "The program was very empowering for the kids—they had an opportunity to be stars." She started wondering if there was a way she could use her skills within a service agency and began looking for a job in the nonprofit sector.

Back in 2000, most nonprofits weren't as focused on financial management as they are now, but Sunny Hills was an exception: Its board wanted a professional with private-sector experience and found it in Denton. She became chief financial officer of Sunny Hills and then CEO in 2010. The job was more challenging than she realized: It involved tightly managing government funds and private donations under complex financing rules. "I thought banks were highly regulated," she says.

While Denton has been the CEO at Sunny Hills, the budget has grown from \$7 million to \$10 million. The organization has doubled the number of students at Hunt School, increased

housing for youth aging out of foster care from 12 to 50 beds, and expanded a gang prevention program in Sonoma and Marin counties. Sunny Hills hopes to soon open a pilot residential program on its San Anselmo campus for foster youth attending community college.

Denton now oversees 110 employees, most of them social workers, counselors, and special education teachers who serve more than 1,600 young people and 1,000 family members. She constantly uses the core accounting, management, and finance skills she learned at Haas. "Running a nonprofit is running a business," she says.

Denton also notes that her late Haas professor Dow Votaw always spoke about businesses having a social responsibility toward their communities. Even during her 20 years in banking, she says, she remained aware that she could do good as a businesswoman: "It's possible to do something that's not all about the bottom line."—Mandy Erickson BH

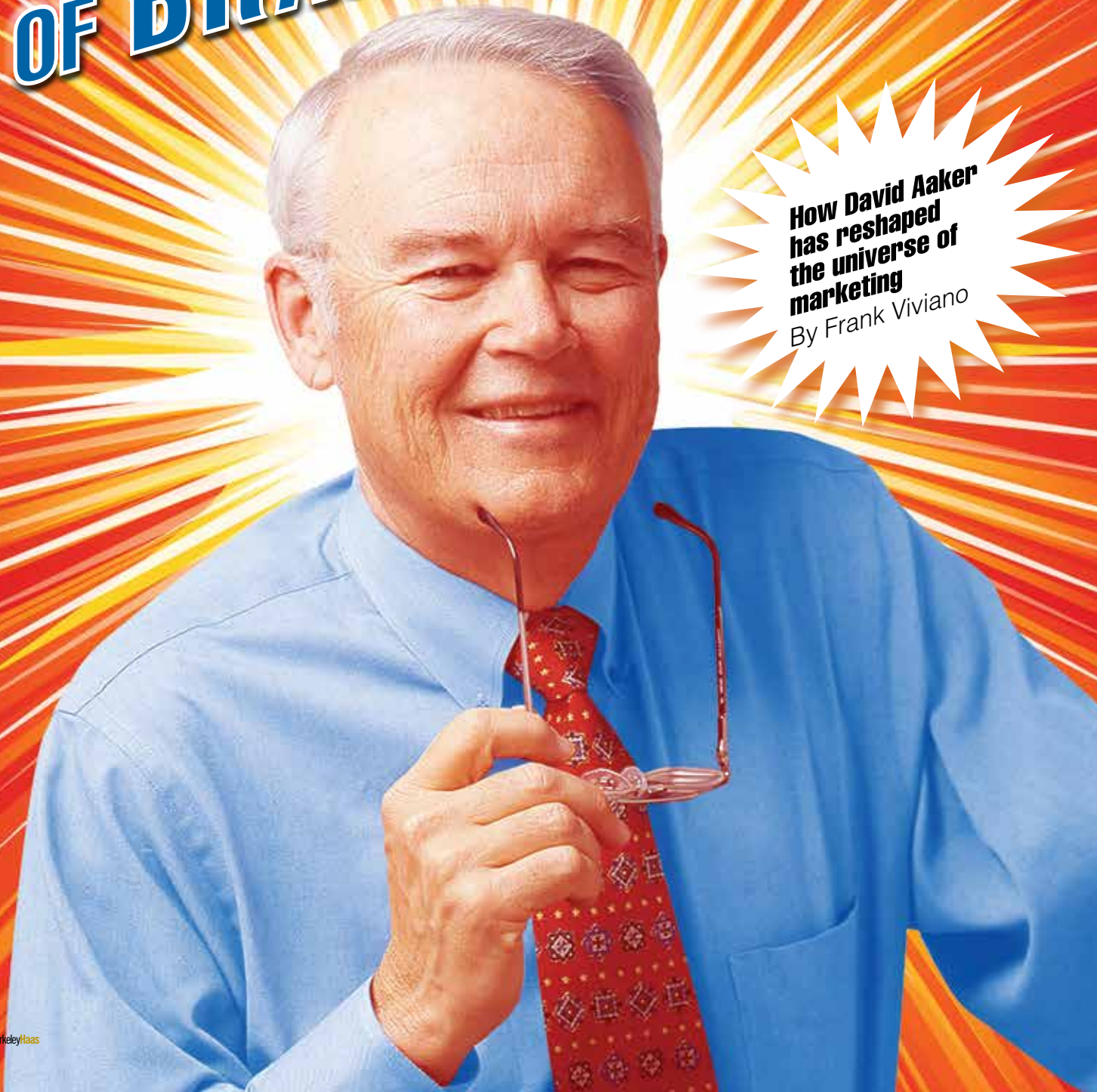


Mary Denton, MBA 77
CEO, Sunny Hills
Services
San Anselmo, Calif.

Faculty Giants: David Aaker

THE PLATO & NEWTON OF BRANDING

How David Aaker
has reshaped
the universe of
marketing
By Frank Viviano



In the globalized, consumption-fired 21st century, branding is the air we breathe, the oxygen of modern culture in realms that extend far beyond consumer products. Google and Apple are self-evidently brands, as are such venerable icons as Mercedes-Benz and Coca-Cola. So too are Obamacare, Generation X, and the Niners.

A few decades ago, a brand was often little more than a label, at worst an advertising gimmick used to pitch dubious medications and toxic hair gels. Today, it is the fulcrum of highly complex value systems—philosophical constellations in an edgy marketing cosmos.

The Plato and Newton of that volatile universe is Haas Professor Emeritus David Aaker.

The comparisons are not facetious. Like Plato, Aaker probes incessantly for the essential qualities of diverse phenomena, whether they involve manufacturing companies or Japanese beer. And like Isaac Newton, he has a mathematical turn of mind that instinctively hones in on critical connections.

“In the late '90s, Dave’s critical thinking on marketing theory and brand equity was just beginning to take the business world by storm,” says Michael Dunn, MBA 90, chairman and CEO of Prophet, a marketing consultancy in which Aaker serves as vice-chairman. “It was pretty exciting to watch it take hold. ... Out of the blue the office phone would ring and it would be the vice chairman of Toyota or CMO of MasterCard looking for Dave to ask a branding question.”

Prophet’s own corporate identity is deeply rooted in Aaker’s teachings. Two more Haas grads, Scott Galloway and Ian Chaplin, both MBA 92, co-founded Prophet on the basis of the brand principles developed by Aaker. In the short space of a dozen years, Prophet has become a key international player in branding, with seven branches around the world and a who’s who list of clients that includes giants like Sony, Volkswagen, Boeing, Visa, and UBS. Dunn calls the move to bring Aaker into the Prophet brain trust his “best corporate decision.”

The Aaker Model

The central thesis underlying what Aaker calls “the brand identity system”—more popularly known as “the Aaker Model”—asserts that a brand is a vital form of corporate equity, a measurable asset as important to a business as its capital infrastructure and staff. But there is nothing simple about Aaker’s elaboration on that thesis, which employs his mastery of statistical tools at Stanford and decades of academic research at Berkeley.

The model is informed by what Aaker describes as “educational” misadventures in entrepreneurship in the 1960s after earning a bachelor’s degree in management from MIT. After a series of stillborn initiatives in consumer exports, Aaker and a partner assumed managerial control of a small Houston sheet metal plant for \$5,000; after working for no pay over the next 18 months, they sold their interests in the company for \$1,000 and a \$4,500 promissory note. The next year Aaker headed to Stanford to earn master’s and doctorate degrees in management, statistics, and business administration, followed by a move across the bay to work at Berkeley.

The sum result of these experiences, in academia and entrepreneurship, was Aaker’s seminal 1996 bestseller *Building Strong Brands*. One of its most insistent premises is that the quality assertions of a corporate image must play an active role in strategic planning, including product expansion and hiring. “A successful brand does not represent empty dreams,” he says,

“but rather what the organization actually has the will and resources to deliver.”

Apple, Aaker observes, has built enormous brand equity through its constant emphasis on innovation, turning out a remarkable sequence of first-of-their-kind electronic devices that delivered on the brand’s promise. It also currently has the largest market cap among publicly traded firms. In Aaker’s scheme, these two achievements are inextricably related: The brand is as central to the firm’s operations as its research and development.

Branding for Competitive Advantage

More than 20 years ago, that conviction led Aaker to question executives at 248 leading firms on what mattered most to their sustainable competitive advantage. The results were published by the *California Management Review* in 1989. To a degree that even surprised Aaker, brand-related considerations finished at the top of 32 categories, well ahead of management and engineering staff, production costs, financial resources, and technical superiority.

It was a watershed moment in corporate strategy, following a long and tense period of frenzied downsizing aimed almost entirely at cost reduction. Eventually, says Aaker, “CEOs began to recognize that you can only restructure and downsize so much—you need to grow. The key is branding. But at that point no one really knew what brand equity was.”

A successful brand does not represent empty dreams, but rather what the organization actually has the will and resources to deliver.

Building Strong Brands was Aaker’s response. “The book set out to explain how it could be done,” he says. It was translated into 11 languages, and he soon found himself lecturing around the globe. As Coca-Cola Chief Marketing Officer Joseph Tripodi put it, Aaker became “the brand name in brand management.”

The Digital Age

Aaker has published a total of 16 books, including seven on brand strategy. His latest, *Aaker on Branding*, provides a compact summary of his writings in books, articles, and blogs. A section on digital brand building, for example, shows why the focus should be less on “selling” a firm, a brand, or an offering and more on what the customer is passionate about. So Pamper’s has a “go-to” website about baby care, a topic its customers are interested in and even obsessed with.

Indeed, the arrival of the Digital Age may present the biggest challenge yet to marketers. In a recent survey of 1,000 marketing executives, 76 percent agreed that their professional world has changed more in the past two years than over the previous half century.

“Why? The answer is social media,” says Aaker. “They don’t have a handle on it yet, and it complicates everything. Staggering sums of money are now directed at digital platforms.”

But digital marketing offers huge potential, he adds. “It is extraordinarily individualized and involving. It can reach people who don’t even watch television or read newspapers. If you can get all those people talking to each other, friends talking to friends, and motivate them, you hit a home run.”

A longer version of this article appeared in the spring 2014 issue of California magazine.

Your **Haas** Network in Finance and Banking

CONFIDENCE WITHOUT ATTITUDE

A Well-Rounded Banking Career

Seizing job opportunities and supporting diversity

Monica Stevens, MBA 96

Senior Vice President, Wells Fargo Bank, San Francisco

Armed with an undergrad degree in political science from the U.S. Naval Academy and six years of experience as a naval officer, Monica Stevens landed a job at a lobbying firm and was all set to start her civilian career.

She quickly discovered that lobbying was not the right field for her. "Working with politicians is difficult," she says.

It may have not been the best fit, but the job set Stevens on a new path to a rewarding career: financing instead of entitling real estate transactions.

Getting an MBA was the obvious next step, and UC Berkeley, with its reputation in real estate and location next to her hometown, Oakland, was the clear choice. Through Haas, Stevens was hired in 1996 at Wells Fargo, where she has worked ever since.

"I practically stumbled into two great life partners—Haas and Wells Fargo—which have allowed me to be challenged at work and give back to the community," she says.

Within Wells Fargo Stevens has had five different jobs, starting in real estate merchant banking, underwriting structured real estate debt transactions. She then moved to recruiting MBAs from top business schools, including Haas. After that, she joined the syndications team covering the West, structuring mid- to large-sized facilities for businesses in a variety of industries.

Getting married, buying a house, and having a daughter all within 12 months, Stevens switched to a position that required less travel and long hours. She managed the financial analyst program and brought the instruction in house. After three years with internal development, she missed doing deals. So she became a loan team manager in the global banking group. As a senior vice president, she manages a team of relationship managers and analysts tasked with providing credit, trade, treasury management, and foreign exchange products to customers with international needs.

"I couldn't do what I do today without Haas," Stevens says. "As a career changer, the skills I learned at Haas continue to help me be effective today at Wells."

"When I came to Haas, the student body was pretty diverse," adds Stevens, who continues to help Haas create a diverse student body as co-chair of the Haas Diversity Leadership Council. Stevens works with school leaders to make Haas more welcoming to students from different backgrounds and reaches out to prospective students "to get them to know and help them say yes to Haas." She also mentors Haas alums at Wells, many of whom have thrived in her company.

"At Wells Fargo I've been able to be part of a company where I can change and grow and still be challenged," she says. "I thank Haas for the preparation, the introduction, and the continued support."

—Mandy Erickson



PHOTOGRAPH IN SAN FRANCISCO BY JIM BLOCK

Later-Stage Tech Investor

Gene Frantz, BS88
General Partner,
Google Capital,
Mountain View, Calif.



A quarter century after graduating from Berkeley, Gene Frantz, BS 88, has found himself back on another vibrant campus. But here, most everyone has already earned a degree.

Frantz is a general partner at Google Capital, the tech giant's year-old investment arm. Unlike Google Ventures, which funds startups, Google Capital invests in growth-oriented companies farther along in development.

"They're companies that have reached a scale where they're having an impact," says Frantz, who assists the companies in hiring and building.

After earning his undergraduate degree at Cal, Frantz worked for Morgan Stanley, had a stint with a bank in Argentina, earned an MBA from Stanford ('94), and launched Oracle's venture capital arm. He moved to Google in June after 13 years with the private equity group TPG Capital in San Francisco, where he was a partner investing in technology and telecom companies.

"Google's different from TPG in that we have so much more knowledge and strategic perspec-

tive," he says. "It gives us insights that a private equity group doesn't have."

So far Google Capital has invested in Survey Monkey, a free online survey tool, and Lending Club, a financial website that allows individuals to lend to or borrow money from other individuals.

"Both companies are fascinating," Frantz says. "They have the opportunity to transform their industries."

Frantz says his education at Haas, where he first became interested in the investment business, serves him still.

"The basics of finance, the foundation I developed at Haas, has been useful my entire career," he says. "Also, Berkeley is a big place where you need to chart your own course."

Which is exactly what Frantz has done to build a successful tech investment career.

Private Equity Record Breaker

Susannah Carrier,
MBA 99

Head of Marketing and Investor Relations,
Silver Lake, New York and Menlo Park



2013 was an important year for Susannah Carrier, who heads fund marketing and investor relations at Silver Lake, a global private equity firm specializing in technology investing.

As the leader of the firm's strategic engage-

ment with current and potential investors—in-cluding sovereign wealth funds and state pension plans—Carrier led Silver Lake in raising the largest amount ever for a tech investment-focused private equity fund. Silver Lake closed on the \$10 billion large-cap fund in April 2013. But that didn't mean it was time for Carrier to take a breather.

"Once a fundraising is over, everyone says, 'Oh, you can just relax now,'" Carrier notes. "But you are communicating information to investors and managing ongoing activity including deal co-investment all the time."

Graduating from Haas in 1999, Carrier cut her technology teeth with banking jobs in San Francisco and London, when tech companies shifted to the forefront of corporate M&A and financing activity. Mentors encouraged her to apply her finance and communication skills (she had two broadcast journalism internships as an undergrad) to help private equity firms manage investor relationships. She joined Silver Lake in 2006.

A lover of the water, this mom of two recently organized a team sailing outing on the 1962 winner of the America's Cup. While she appreciates the audaciousness of another America's Cup winner, Oracle CEO Larry Ellison, she admits she doesn't like taking big chances, which is why her job is such a good fit.

"I am not completely risk averse, but I'm not crazy risk loving," she says. "That's why instead of running a technology company, I have the fun position of getting to talk about them all day long."

Your Haas Network

Minting Career Success

Ksenia Kouchnirenko, BS 03
Group Marketing Manager, Intuit
Menlo Park, Calif.



When Ksenia Kouchnirenko, BS 03, was 14, her older sister brought her to a Haas investment class taught by Steve Etter BS 83, MBA 89, and she dreamed of the day she'd return.

"I always knew I wanted to go there, seeing the great education my sister got and the breadth of classes she could take," Kouchnirenko says.

Four years later, Kouchnirenko left her family's cattle ranch in the San Joaquin Valley and headed to Berkeley.

She hasn't stopped thriving since. After graduation, Kouchnirenko worked for online marketing company QuinStreet, and financial services firm William Blair & Co. She joined personal finance management startup Mint.com in 2008.

As employee number 22, Kouchnirenko worked with banks and other firms to build applications for Mint customers to manage mortgages, retirement, and life insurance. "I was finding partnerships to drive revenue for Mint," she says.

When Intuit acquired Mint in 2009, Kouchnirenko moved to the company's Menlo Park,

Calif., headquarters. Now a group marketing manager at Intuit, she runs a six-person team that creates recommendations of other products and services that small businesses who use QuickBooks would find helpful.

A native of Russia, Kouchnirenko moved to Los Angeles with her family when she was 10. In junior high, they relocated to the Central Valley, where her father bought a struggling 5,000-head cattle feed lot. Kouchnirenko's mother, a former furniture designer in Moscow, turned the ranch around.

"My mother was the businesswoman," Kouchnirenko says. "She was my inspiration."

Since earning her own business degree, Kouchnirenko continues to rely on her Berkeley-Haas network, personally and professionally. She met her husband, Pasha Tsarinsky, BA 04, a Ukraine native, at a party during Haas graduation week. The couple now has a nearly 2-year-old daughter. "It all keeps coming back to Berkeley-Haas," she says. "It's an interconnected world."

Data Master

Bob Tennant, BCEMBA 03/04
CEO, Recommend
San Francisco



Thanks to advances in technology, organizations are blessed with a seemingly unlimited

capacity for storing data. But with that blessing comes a curse: the immense challenge of managing and searching through vast amounts of information. As CEO of Recommend, Bob Tennant is on the forefront of helping companies overcome that challenge.

Recommend specializes in "unstructured data," or text-based digital documents, helping law firms comply with subpoenas, hospitals find elusive medical data, and governments investigate fraud. Last year the SEC hired it to detect patterns in text and documents, such as emails between two people whose only reason for communicating would be related to fraud.

Tennant provided seed funding in 2000 to Berkeley researchers who devised Recommend's underlying technology. Three years later he joined the company full time as he was completing the Berkeley-Columbia Executive MBA Program.

Tennant enrolled in the MBA program after selling his startup, Beduin Communications, to Sun Microsystems and then taking an executive marketing role at Sun.

As an MBA student, Tennant added corporate finance skills to his already impressive resume. He knew how to market software, and he had a solid grasp on how software works at the most elemental level, thanks to a philosophy degree in symbolic logic from the University of Victoria.

But Tennant says the main lesson he learned at Haas was how to achieve success: "You have to go and make it happen. It won't come to you."



PHOTOGRAPH IN BELFAST BY ALEX FRADKIN

BEYOND YOURSELF

Knighted for Police Work

Leading Change in Northern Ireland

Sir Desmond Rea, MBA 67

Former Chairman, Northern Ireland Policing Board, Belfast

When Desmond Rea arrived at Berkeley from Belfast in 1966 for a business education still in its infancy in the UK, he found a university emerging from intense campus protests, America battling in Vietnam, and San Francisco in "flower power" bloom. What left an indelible impression on this Queen's University of Belfast economics graduate was how Berkeley's business school "just got on with its work" amid turmoil.

An intense work ethic and learning to compete were two Berkeley lessons that Rea credits for positioning him for a "privileged," diverse career of nearly 50 years. Rea has held numerous roles as an academic, businessman, and public servant; written 40 research articles and two books; and edited a quarterly economic review for one of Northern Ireland's largest banks for 25 years. His most lauded success, as chairman of the Northern Ireland Policing Board, earned him the UK's highest honor—a knighthood—in 2005.

"Four things have stuck with me from Berkeley," says Rea, who returned to Queen's University's new business administration department in 1967 to lecture and earn a master's in corporate finance and PhD in organizational behavior and human resource management.

"One, the surviving organization is the exception, not the rule. Two, management is an adaptive process. Three, authority comes primarily from below; what's critical is that people consent to your organizational position. Four, think future; leaders continually have to think, 'where are we taking this organization?'"

In 1985, these insights poised Rea, by now heading University of Ulster's business studies department, to begin taking public-sector posts in health, education, and local government. By 1996, Rea was chair of the Northern Ireland Labour Relations Agency.

"You have to note the politics then: We were in the Troubles, with more than 3,000 people killed, families bereaved, countless thousands injured, major incidents. Two processes—a non-contentious political process and a very contentious peace process—were underway," he says.

The peace process created the Independent Commission on Policing for Northern Ireland, which issued 175 recommendations on everything from 50-50 recruitment for Catholics and Protestants to the formation of the independent Northern Ireland Policing Board to oversee the police force. Rea applied to become the board's first chairman.

"I felt that everything I had done before had led to this role," he says. The position appealed not only to his strong values of fairness and equity from his Methodist upbringing, but also to his interest in organizational behavior and leading public bodies.

Rea was appointed to the Policing Board for four years and elected twice, ultimately spending more than eight years ensuring the police service carried out its daily duties while gradually transforming in line with the Independent Commission's recommendations.

Yet Rea downplays his pivotal role in the evolution of an important institution in Northern Ireland. He says his real achievement was "concentrating on the business and at the same time thinking ahead," and adds, "Getting on with it and relating to people—that's been the most important thing." —Christine Fundak Rohan

The Campaign for Haas



Don't miss the Alumni Conference April 26. Highlights include HAASx Talks; a keynote by Annie's Organics CEO John Foraker, MBA 94; and faculty presentations by Laura Tyson, David Aaker, Paul Tiffany, and Nora Silver. haas.berkeley.edu/alumni/conference

ASK THE DONOR

Building an Even Stronger Haas

Real estate developer funds MBA fellowships and prize

David S. Ng, BS/BA 70 (Business, Math.), MBA 72, PhD 75, credits his four Cal degrees with training him to think independently, act with conviction, and learn new fields of business—skills he used to change career paths and thrive in new industries. After five years as an assistant professor teaching accounting at Stanford, Ng left academia to do real estate development and investing. The equity investing he does with hedge fund techniques typically achieves a 20 percent minimum annual return. He's the owner and/or general partner of residential developments including apartments, condos, subdivisions, high-end homes (including his own, pictured), and commercial properties in California and Hong Kong. He oversees every aspect of a development—he's had his general contractor's license since 1986 and owns a construction company.

Recently, Ng gave nearly \$1.5 million to fund two annual \$110,000 David S. Ng Fellowships—one each for a U.S. and an international full-time MBA student—as well as a Dean's Special Prize aimed at keeping Haas more competitive with peer institutions.

How does having your general contractor's license and owning a construction company contribute to your success?

I can control the quality and costs better if I am vertically integrated, from land acquisition to development to construction to sales. I have a better handle when I bid on projects and when I acquire property because I'm able to figure out the costs with more precision. It also helps to know the construction trade and procedures. Often you can interact with architects and engineers and together perform value engineering in construction details.

How has your business been affected by the down real estate market?

I love it when the real estate market is down. The valuation is much more reasonable. At a downturn, a lot of banks will turn off the faucet. If you have sufficient resources and you don't have to rely on the bank, you can get the best properties other people cannot get. The real estate market goes in cycles, and it's important to know where we are in a particular cycle. I have avoided chasing development projects prior to downturns. As a result, I wasn't burdened by a lot of inventory when the crisis hit.

Why did you fund two fellowships and the Dean's Special Award?

I believe the best investment is an investment in human capital. Hopefully, the fellowships will, in a small way, nurture a crop of future governmental, economic, and business leaders. I like what billionaire philanthropist Li Ka-shing said about his everyday aim: "Build up self in pursuit of selflessness." This resembles our Berkeley-Haas Defining Principle of Beyond Yourself. One remembers one's social responsibilities in giving to worthwhile causes.

What should business leaders focus on to be successful?

We are living in a world that is globally interconnected. We need to be aware of political, economic, and technological developments in our own country as well as in others. We also have to ask ourselves how these developments would affect our trade, our business, and our business outlook. Often, I see people who focus only on day-to-day work. As a CEO, you need to have a much broader vision.



PHOTOGRAPH BY JIM BLOCK

Bridge to China

Wu Fellowships foster globalization



Wu Fellows Diana Ding and Huimin Ma.

For Chinese national Huimin Ma, conducting research at Berkeley-Haas through the Wu Fellowship provides more than a personally enriching experience. It's an important step toward realizing true globalization. "Cross-cultural communication has become more important not just for developing countries but developed as well," Ma says. "For the U.S. and China, smooth communication can remove misunderstandings and strengthen mutual trust, critical elements to keeping peace in the world."

Established by Haas Board member Hsioh Kwang Wu, the founder, executive chairman, and director of Straco Corp. Limited Singapore, the Wu Fellowship brings promising leaders from China to campus for up to nine months to attend Berkeley Executive Leadership Program courses, conduct research, and network with leaders. The curriculum focuses on leadership, managing change, and turning opportunity into growth and action.

Ma is an instructor at the China Executive Leadership Academy in Pudong (CELAP), which offers leadership training to officials from China and developing countries in Asia and Africa. Government officials from developed countries seeking to invest in China, such as Australia and Russia, also come to CELAP to better understand the country. Ma will use the new leadership training techniques, advanced theories, and practical skills he's gained at Berkeley-Haas to aid his CELAP teaching. For example, there is

more small-group discussion of case studies in the U.S., which he finds beneficial, and some of the studies have focused on China, giving him an enhanced perspective on how to better solve management problems. A PhD candidate at the Shanghai Academy of Social Science, Ma is also researching Internet governance, which involves both information technology and political theories, under the supervision of Professor Teck Ho, chair of the Haas Marketing Group and faculty director of the Haas School's Asia Business Center. Ho helped him find undergraduate and graduate classes to audit, including California Politics and Intro to International Relations, and suggested readings and professors to meet. Ho also acclimates fellows to life in Berkeley, hosting them for dinners and encouraging them to soak up American culture.

The Wu Fellowship is one of the programs offered by the school's Asia Business Center, which seeks to form strategic partnerships between UC Berkeley and Asian institutions. Already the fellowship has helped Haas expand its global presence. In January, Berkeley-Haas signed an agreement with CELAP to provide a program in innovation and leadership skills to top Chinese leaders to help them understand how creative thinking and problem-solving skills can aid their decision making. Six Wu Fellows have come to Berkeley since the program started in 2010. The first fellow, Diana Ding, founder and CEO of information technology service provider Edensoft, remains involved with the school as a member of the Asia Business Center Advisory Board, an annual fund donor, and a resource for current Wu fellows.

"The most important things I learned from Berkeley-Haas are a globalized vision and the need for innovation and collaboration," says Ding, who divides her time between her company's offices in the U.S. and China. "Both American and Chinese business methods have benefits and drawbacks. At Berkeley I have learned, and am still learning, how to effectively synthesize the best of these different approaches."

UPCOMING EVENTS

haas.berkeley.edu/events

Latin America Conference
April 4
Berkeley

UC Berkeley Campaign Celebration/ Cal Day
April 12
Berkeley

MBA Reunion Weekend
April 24-27
Berkeley

Berkeley-Haas Alumni Conference
April 26
Berkeley

Haaski Golf Tournament
September 15
Oakland

Homecoming
October 11
Berkeley

play Conference
October 24
San Francisco

13th Annual Haas Gala
November 14
San Francisco

Big Game
November 22
Berkeley

Haas **Worldwide** Events



Get involved with an alumni chapter in your area: haas.berkeley.edu/alumni/community/chapters.html.

EVENT Haas Gala



Haas Fever

Alumni and Friends Cheer Haas at Gala

Some 600 Haas alumni, students, friends, and guests—one of the highest turnouts ever—came together in San Francisco for the 12th annual Haas Gala, held Nov. 15. One of the school's most beloved traditions, the Gala celebrates accomplished members of the Haas community and supports our outstanding students. The event recognized Douglas E. Goldman, MD, BA 74, as

Business Leader of the year; Leading through Innovation Award winners Kristin Groos Richmond and Kirsten Saenz Tobey, both MBA 06, co-founders of Revolution Foods; and Raymond E. Miles Service Award winner Marty McMahon, MBA 01.

Pictured above: Larry Sidney and Pramod Cherukumilli, both EMBA 14, hit the dance floor during the post-dinner festivities.



East Bay Chapter Bay Bridge Bike Ride

- 1 Viral Mehta, MBA 09.
- 2 Frank Rockwood, MBA 93; Kal Deutsch, MBA 93; and Derek Norris, BS 80.

>play Digital Media Conference

- 3 Marcelo Villanueva, MBA 14, and Jon Weinberg, MBA 15, test drive the Xbox One.
- 4 Tim Campos, BCEMBA 10/11, and blogger Robert Scoble.

Institute for Business & Social Impact Launch

- 5 Dean Rich Lyons; Shelley and Allan Holt, MBA 75; and Prof. Laura Tyson.

Las Vegas Chapter Big Game Party

- 6 Chapter President Dan Asera, BS 69.
- 7 Sarah Chamanara, BA 10, and Marvin Javier, BA 07.

12th Annual Haas Gala

- 8 Jennifer Goldman; Douglas E. Goldman, MD, BA 74; and Lisa Goldman.
- 9 Former Haas Dean Raymond Miles; Marty McMahon, MBA 01; Dean Rich Lyons.
- 10 Kirsten Saenz Tobey and Kristin Groos Richmond, both MBA 06.
- 11 Cal alumna Tegan Hoffmann and Pascal Hoffmann, MBA 00.
- 12 Google employees AJ Asver and Tali Jang, BA 08, show off Google Glasses.
- 13 Chancellor Nicholas Dirks, Douglas E. Goldman, and Sean Lampley.
- 14 Rajiv Sinha, MBA 04, and Sonal Sinha, BCEMBA 10/11.

HAN-NY Holiday Party

- 15 Morgan Gurfinkel, MBA 14, and Daniel Kloud, MBA 99.
- 16 Chris Nuttall, MBA 02; Sayshu Medicherla, BS 08; and MayC Huang, BS 11.

Old Blues Luncheon

- 17 Corinne Golden, BA 48, and Irwin Gibbs, BS 47.
- 18 Henry Trione, BS 41; Eileen Trione; and Dean Rich Lyons.
- 19 Bob Kelleher, BS 51, and Dean Emeritus Earl F. "Budd" Cheit.
- 20 Bob Hsi, MBA 63.

Dean's Trip to Singapore

- 21 Dean Rich Lyons and Kaling Lim, BS 83.
- 22 Vivek Girotra, MBA 14; Joseph Chen, MBA 13; Erica McLain, MBA 15.
- 23 Jeanne Hsu, MBA 84, and Nupur Thakur, MBA 14.
- 24 Tom May, BS 74, and Panch Chandrasekaran, BCEMBA 07/08.

Haas Alumni Notes

Is your profile correct in the new @cal Alumni Directory? cal.berkeley.edu

ALUMNI NEWS: ACCOLADES & BOOKS

Nonprofit CFO of Year



Sally Petersen, MBA 83, was named CFO of the Year for the nonprofit sector by the *Silicon Valley Business Journal* at the end of 2013 for her role leading the financial, legal, and compliance departments

of the Second Harvest Food Bank of Santa Clara and San Mateo counties. Petersen has helped shepherd the food bank through mushrooming growth—revenue up 106 percent and net assets up 124 percent since her arrival as CFO in 2007. One of the largest food banks in the nation, Second Harvest provides food to more than 250,000 people a month through more than 770 sites, in partnership with more than 330 agencies. Petersen's accomplishments also have included initiating an inventory control system based on top food industry practices, acquiring a building donated by Cypress Semiconductor, and establishing a first-ever endowment after a large bequest.

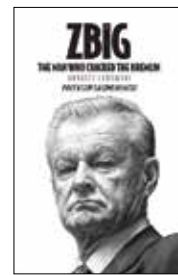
French Influencer at Facebook



Nicolas Franchet, MBA 01, was named among the top 50 French influencers of 2013 by the French edition of *Vanity Fair*. Franchet, Facebook's global head of retail and e-commerce strategy, ranked #19 on the list in *Vanity Fair*'s January issue—four

spots ahead of French President François Hollande. Franchet's role is to help traditional retailers (such as Walmart) and pure-play e-commerce companies (such as Amazon) leverage Facebook to grow their businesses. Franchet has lived in the United States for 15 years and joined Facebook in 2012 after holding executive positions at eBay for eight years, including head of global marketplaces strategy, head of U.S. vehicles, and head of U.S. fashion.

Cracking the Kremlin



Polish journalist and former business executive **Andrzej Lubowski, MBA 86**, has written an unconventional biography of Zbigniew Brzezinski, a key actor in the last half-century of

American foreign policy who served as the U.S. National Security Advisor to President Jimmy Carter and remains a popular current events commentator today. Titled *Zbig: The Man Who Cracked the Kremlin*, Lubowski's first book published in the U.S. (after publishing several in Poland) focuses on Brzezinski's contribution to the collapse of the Soviet Union—his lifelong mission. *Zbig* also compares Brzezinski, a Polish American political scientist, with his Harvard rival, Henry Kissinger, and addresses previously unexplored issues behind Brzezinski's high-profile but controversial image, including relations with some pro-Israel groups.

Credit Market Investing



A new book by **Putri Pascualy, MBA 06**, managing director and senior credit strategist for Pacific Alternative Asset Management Co., reveals how investors can generate attractive returns in an increasingly volatile

credit market. *Investing in Credit Hedge Funds: An In-Depth Guide to Building Your Portfolio and Profiting from the Credit Market* (McGraw-Hill) explores how investors can use the hedge-fund structure to profit from such credit-focused investments as high-yield bonds, bank loans, and sovereign debt. Pascualy maintains that hedge funds have evolved from a cottage industry for institutional investors and the ultra-wealthy to a mainstream investment strategy. The book provides in-depth research on the most common structuring vehicles, the legal rights and responsibilities of all parties, and the pros and cons of separately managed accounts.

UNDERGRADUATE

1949

Jay B. Teasdel, MS, a WWII vet, ran the witness section for war crime trials in Manila. His work has included a fleet of offshore barges, a shipyard below New Orleans, marine insurance for Lloyd's of London, realty developments in Bahamas, Cayman, Biloxi, New Orleans, and investing in the stock market. He writes, "Built 54-foot ketch (two-mast sailboat), *Belize*, and sailed it to parts of the world. 85 long-distance walks, 28 countries, 13 states; six counts. BS from Cal and Haas made it possible. What you learn comes in handy when you need to make the right decision. Great wife, Angela, three kids, and a granddaughter still put up with me, and we really are lucky to be U.S. and Cal citizens."

1954

Jim Jorgensen, of Walnut Creek, Calif., longtime radio moneytalk host on KGO, ABC, New York, and nationwide, is author of eight hardcovers on personal finance, six paperbacks, and two e-books, and now working on a spy novel. Any radio listeners or readers who want to share experiences, send him a note jim@financialsavvy.com.

1960

Alan A. Herd was awarded the annual Lifetime Achievement Award by the 7,500-member Beverly Hills/Greater Los Angeles Association of Realtors. Herd was cited for organizing real estate advisory committees for six of nine UC Extension programs, becoming the youngest Realty board president in the nation in 1963, his presidency of the Beverly Hills/L.A. Board in 2009, and activities in his state and local boards. Herd taught more than 30 real estate courses and programs at UCLA

Extension from 1963 to 2007, including instructing 18,000 students in a "Homebuyer's Clinic."

1962

Gary Robinson, of Oakland, Calif., see MBA 1969 notes.

Erich Stratmann, of San Francisco, Calif., reports, "As a nonprofit money manager for the past 18 years, I decided to begin my own foundation—SingforAmerica.org. "At SingforAmerica.org you can see our 2013 concert under the perform tab. Just lucky to get to this age and create a growing event that brings needed funds to the arts and other wonderful causes—over 50 charities at last count."

1965

Vijay (Pandit) Kumar, of Mountain View, Calif., writes, "I am an adviser of InternetSpeech. Its primary customer was people who are blind. As funding for programs has been declining, this has adversely affected revenue. In my spare time, I also ran Globe Gem. I am retired and hope to dispose of its assets, including imported gemstone cabochons and beads. "I visit my 5-year-old granddaughter, who lives with her mom in Santa Cruz. My son Jay was an employee of Solar City as a civil engineer. My daughter is doing real estate sales in Santa Cruz and is having a good year. I hold season tickets to Cal Football. Good luck in the following seasons."

Lily (Yee) Quisol, of Burlingame, Calif., is still working at Genentech in South San Francisco. She is married and has twin boys.

1973

Bill Maimone, of Orinda, Calif., see MBA 1986 notes.

1974

Alan Fong, of San Francisco, Calif., reports, "After working for the State Compensation Insurance Fund for 25 plus years, I retired Nov. 1, 2013. My wife, Charlene (UCSF 1977), and I celebrated our 32nd wedding anniversary this year. We

have two grown children, Jordan (UC Davis 2009), who majored in political science, and Dana (UC Davis 2010), who majored in interior design. We continue to be active at our church, First Chinese Baptist, in San Francisco."

1975



Jonathan (Jon) Wolter, BS 75

Jonathan (Jon) Wolter, of Kensington, Calif., updates as follows: "Jon is a partner with FLG Partners, the consulting practice providing comprehensive board advisory and CFO consulting services for Silicon Valley and worldwide public and private companies. Jon was recently retained by his client PARC (Palo Alto Research Center), a Xerox company, as vice president and CFO after initially with them."

1976

Lily (Yee) Quisol, of Burlingame, Calif., is still working at Genentech in South San Francisco. She is married and has twin boys.

1979



Brad Howard, BS 79

Brad Howard, of Lafayette, Calif., writes, "Brad, who is CEO of Howard Tours,

Our Defining Principles
Beyond Yourself



Mitch Rosenberg, BS 83, with his family and former President George Bush at New York Life Chairman's Cabinet meeting.

an international tour company, was recently selected to serve on the board of directors of Rotary International from July 2015 to June 2017. Rotary brings together a global network of leaders who tackle the world's most pressing humanitarian challenges, from helping families in their own communities to working toward a polio-free world. In addition to being on the 19-member board, Brad will have direct responsibility for supporting more than 70,000 Rotarians and over 1,500 Rotary clubs in British Columbia, Washington, Oregon, California, Nevada, Arizona, and Hawaii."

1981

Deborah (Lee) Lau, of Emeryville, Calif., writes, "Mother (**Deborah Lau, BS 81**) and daughter (**Jennifer Lau, BS 10**) joined **Ann Hsu, MBA 98**, HAN-Shanghai Chapter president, at the annual Thanksgiving dinner in Shanghai. Jennifer works for Apple Shanghai in store operations finance while Deborah works for a real estate Web technology company as the human resources/finance manager in Berkeley."



Jennifer Lau, BS 10; Ann Hsu, MBA 98; and Deborah Lau, BS 81.

1983

Mitch Rosenberg, of Thousand Oaks, Calif., has been in the insurance and financial services business in the Conejo Valley and greater Los Angeles area for 28 years. He has been consistently recognized in the *Pacific Coast Business Times* "Who's Who in Insurance." He recently was elected to the 2013 chairman's cabinet of New York Life Insurance Co. Members of the elite cabinet are the top 50 highest producing agents among New York Life's sales force of more than 12,250 licensed agents. He resides in Thousand Oaks with his wife, Melanie, their twins, Andrew and Paige (aspiring Bears), and oldest daughter, Ashley (UCLA Bruin).

1985

Ruby Zefo, of Palo Alto, Calif., writes, "I celebrated a number of anniversaries this year. My 20th anniversary practicing law, my 10th anniversary at Intel Corp., and, well, a milestone birthday too. Earlier this year, I was named Intel's chief privacy and security counsel, having entered this practice

area in 2010. Privacy and security is an exciting and fast-paced practice area, so it keeps my brain firing on all cylinders. If idle hands really do make the devil's work, I must be halfway to heaven."



Ruby Zefo, BS 85

1986

Ken Sunoo, of Seattle, Wash., updates, "After serving 15 years as pastor of Wallingford Presbyterian Church in Seattle, I accepted a new call to become co-executive director of Wellspring, an organization that ministers to Asian-American young adults in the Puget Sound region."

1987

Diane Dwyer, of Orinda, Calif., writes, "I've been teaching at Berkeley-Haas for the past five years in addition to my work at NBC Bay Area, and I love being back on campus. If you haven't reconnected with Haas, now is the time. There are so many innovative initiatives going on right now, for alums as well as students. It's a great place!"

1990



Kirk Crenshaw, BS 90

Kirk Crenshaw, of Oakland, Calif., reports, "After almost five years at Appirio, I started a new job as CMO for 2lemetry (2lemetry.com), which has developed a cutting-edge Internet of Things Cloud Platform that is focused on transforming connected device data into real-time actionable intelligence. I'm working with an amazing team, challenging the status quo, and loving every minute!"



Timothy Yee, BS 90

Timothy Yee, of Oakland, Calif., updates, "My 401k advisory firm continues to grow. Our focus on socially responsible investing and the triple bottom line has garnered us corporate and nonprofit clients across the United States. My better half and I continue our active involvement as ambassadors for the Social Venture Network (SVN). SVN just celebrated its 25th anniversary in the social and economic justice sectors, and we look forward to helping it grow for the next 25 years."

1993

Juan Barrera, of Playa Del Rey, Calif., announces, "My wife, Veronica, and I were extremely blessed with a precious daughter, Rosario Josefina, in 2013. RoJo's collection of Cal onesies is growing."

Kevin Crow, of Granite Bay, Calif., reports, "Started a new role at Intel Corp. working for enterprise sales. Love the role and the group. Has it really been 20 years

Our Defining Principles
Question the Status Quo

Haas Alumni Notes



Did you miss our Valentine's Day video? Watch a slideshow of alumni whose romance was sparked at Berkeley-Haas at haas.org/NV2ptG.



Kevin Crow, BS 93, with family

UNDERGRADUATE cont.

since I graduated? Well, I guess I have the teenagers to prove it. They keep me busy as their soccer coach and Scout leader. Life has turned out very nice. Thank you, Cal, for the great start."

1994

Yung Trang, of San Francisco, Calif., announces, "I'm the president of Tech Bargains.com. We were just acquired by Ziff Davis, Inc., which also owns IGN, PCMag, and others."

1995

John Harkavy, of Glendale, Calif., reports, "As of September 2013, I have started a new job as vice president, controllership, for Entertainment Partners in Burbank, Calif."



Jeff Cohen, BS 96

1996

Variety named **Jeff Cohen**, of Beverly Hills, Calif., to its "Dealmakers Impact Report 2013" for his work at the transactional media/entertainment law firm Cohen Gardner LLP.

1997

Maria Ku, of Oakland, Calif., continues working in her private CPA practice as an accounting/tax professional CPA with longstanding expertise in individual tax services. She also enjoys teaching accounting at Ohlone College and Diablo Valley College. Maria and her husband are focused on supporting the multifaceted interests of their two teenage daughters. The family enjoys biking, hiking, world travel every summer, live theater, and books.



Maria Ku, BS 97, with family in St. Petersburg, Russia

1998

After 15 years with Deloitte's advisory practice,



Peter Chang, BS 98

Peter Chang, of Newtown, Conn. recently joined Steve Madden as vice president of internal audit, overseeing its compliance and loss prevention efforts. He continues to give back to UC Berkeley by serving as a district chair for CAA's Achievement Award Program for the past six years, interacting with more than 100 alumni interviewers and potential scholar candidates. As a current resident of Newtown, Conn., he appreciates all the support from the Cal community following the tragic event, including a personal letter from Dean Lyons.

2000

Ramit Mizrahi, of Los Angeles, Calif., informs, "After nearly 10 years practicing plaintiff-side employment law, I started my own Los Angeles-based practice this fall. At Mizrahi Law (mizrahilaw.com), I exclusively represent workers, in-

cluding those with claims of discrimination, harassment, retaliation, and wrongful termination."

2002

Wendy Nguyen, of New York, N.Y., writes, "This year (2013) was been a wonderful adventure. After returning from a volunteer malaria project in East Africa, I co-founded HealthyOut, a mission-driven company focused on improving the way we eat. We bootstrapped the company, created an app that was featured by Apple! We then moved to N.Y.C. and eventually found ourselves on stage with former Mayor Mike Bloomberg, who recognized us for creating a healthier New York. Among all those highs were also insane stretches of late nights and the creeping self-doubt that feels like the norm for any entrepreneur. I'm excited for a new year of fighting the good fight and excited to see all the news of Cal alums doing great things."



Rupa Chandra, BS 03; Wendy Nguyen, BS 02; and Vidya Subramanian, BS 03—who all met at Bain & Co.

Kristine (Fernando) Pompeo

, of Upland, Calif., announces, "After the birth of my first son, Drew, I decided to leave my job in corporate finance at the Walt Disney Co. and become a stay-at-home mom. It's definitely a different type of challenge and requires a whole new level of patience, but I'm enjoying it very much! We recently welcomed our second son, Weston Fernando



Kristine (Fernando) Pompeo, BS 02, with husband David, big brother Drew, and little brother Weston

Pompeo. He was born in August 2013 in Burbank, Calif. Drew is now 2 and excited to have a new best friend! Baby Wes, as he is affectionately called, is a happy and calm baby, and we're so blessed to have another addition to our family!"

2003

Geoffrey Coutts reports, "After graduating from Haas, I spent four years in audit at Ernst & Young in Palo Alto. I then left to pursue an MBA at the Kellogg School of Management at Northwestern University. Upon graduating from Kellogg in 2008, I joined Houlihan Lokey's financial restructuring group in Los Angeles, where I am currently a VP. I am married, without kids, and currently live in West L.A. with my wife."

2004

Ian Wagner is currently living in Los Angeles, working at ReachLocal in the corporate business development and strategy group, evaluating strategic acquisitions and partnerships.

2005

"Over the summer, **Sarah (Sasaki) Tsien**, was married to Greg Tsien (Stanford EE BS 05) in Makena, Maui, Hawaii. Many Haas and Cal alumni trekked from across the world to attend the wedding and play in their Cal v. Stanford "Big Game" competition the day before. Sarah works at PG&E, overseeing its



Sarah (Sasaki) Tsien, BS 05, at her wedding to Greg Tsien in Maui

corporate philanthropy and CSR programs, and Greg works in education at the Uncommon Charter High School. They reside in New York City and fly their "House Divided" flag proudly.

Madeline Wu writes, "Getting the Berkeley MBA (class of 2016) as well!"

2006

Tony Lam, of Hong Kong, updates, "I'm currently working in Hong Kong, doing corporate real estate consulting at a firm called CBRE. Please feel free to contact me on LinkedIn if you visit Hong Kong. Would love to meet fellow classmates!"

Jennifer Le announces, "Happy to be back in the Bay Area after five years!"



Ivonne Orillac, BS 06

Ivonne Orillac reports, "I am the director of inside sales and sales operations for a startup in downtown L.A., Oblong Industries. Oblong's founder designed the computer interfaces in the film *Minority Report* and we've been building commercial versions of them for en-

terprise companies ever since. Our main product is Mezzanine, which allows for multi-user, multi-device collaboration across distances; it goes beyond what some companies have today, telepresence, into what we call infopresence. Some of our clients include IBM, Booz, the Department of Defense, Beats Music, and Saudi Aramco. I also just moved to Brentwood."

Todd Osborne writes, "I'm working as a product manager for Sydney, Australia, startup Shoes of Prey, a custom women's shoe company."

2007

Rob Bogolub, see MBA 2013 notes.

Andy Guo writes, "I'm currently at a mid-stage technology company working in the finance department and eventually will try to get into an MBA program (like several of our classmates!). Let me know what everyone is up to!"

Caroline Pan reports, "Currently at Kellogg and graduating in June 2014. I'll be moving to Seattle in the summer to start my new job at Amazon."

2008

Kevin Chiu writes, "Been working at PIMCO in SoCal for more than two years now. In the Bay Area for the holidays. Of course, met up with a few Haas alums while I was up there."

2010

Lev Eldemir reports, "After over two years working in fixed-income capital markets at Citigroup, I now work for Frontier Healthcare Holdings as an operations analyst. Frontier partners with groups of physicians to help develop and manage ambulatory surgery centers."

Rodrigo Lemes, of Oakland, Calif., writes, "Am enjoying a busy journey!"

The past three years have been an intense ride: graduating from Haas (check!), buying a house (check!), getting a dog (check!), having a baby (check!), having a second baby (almost there—May 14), working at some amazing Bay Area companies (check!), starting a company (check it out: mythus.us—check!). Look forward to an amazing 2014!"



Rodrigo Lemes, BS 10

Jenny Zhou updates as follows: "After working in the private sector for two years, I joined the education sector on the analytics team at Rocketship Education. It's very inspiring working with intelligent, high-functioning individuals who put other peoples' children first every day."

2012

Brian Wang reports, "I recently arranged a cappella medley with several former UC Berkeley students. The medley features 20 of the best songs in 2013! Go to youtube.com/watch?v=...



Brian Wang (center-TK), BS 12, with his capella group.

CPVUgfNy64. We are working on creating more videos featuring hit songs from the biggest pop artists. One of our members, Jaron, has been featured on television on The Voice of Philippines and MYX TV Starcamp. With regards to myself, I am an accountant by day, musician by night!"

2013

Michael Bloch is working in NYC for Deloitte Consulting's strategy practice.

MBA

1953

Dudley Dinshaw, of Encinitas, Calif., notes, "I have been retired since 1993 and recently moved from San Jose to Encinitas. I lived in San Jose for almost 50 years and am now living near my daughter and son-in-law."

1964

Ted Evans, of Foster City, Calif., reports, "Had the pleasure of having lunch with two Haas employees, Tenny Frost and Eve Cowan, at the Olympic Club in San Francisco. Great fun!"

1965

Allen Lauer, of Portola Valley, Calif., informs, "In 1965 I was truly fortunate to have chosen to work in what was to become Silicon Valley. It was exciting to be involved in the waves of technology—from semiconduc-

tors, to computers, to the Internet—for nearly 50 years. I retired in 2004 from the CEO position of Varian Inc. and then spent the last 10 years serving on tech company boards. In 2012 I stepped back into active management as interim CEO of Intermec Inc. I am now fully retired and looking forward to spending more time with my wife, Kathy, and grandchildren at our homes in Portola Valley, Calif., and Jackson Hole, Wyo. Hopefully, there will be lots of golf, fishing, and hiking with friends and classmates in our future."

Douglas (Mac) MacLachlan, of Kenmore, Wash., see PhD 1971 notes.

1966

Lee Chaden, of Winston-Salem, N.C., reports, "Fortunate to have had the opportunity to take Hanesbrands (HBI-NYSE) public in 2006. Stepped down as chairman in 2008 but have remained on the board of directors; also on boards of RR Donnelley and Carlson companies. Will retire from HBI and RRD boards in spring 2014, but remaining on Carlson board. Looking forward to more travel time with Shelby, wife of 44 years, and continue bonding with two fabulous granddaughters."

1969

Gary Robinson, BS 62, of Oakland, Calif., writes, "I retired as executive director of the Union of American Physicians and Dentists in 2007. I now work as a consultant, and I am a member of the AFSCME California steering committee. I have been married to Jane (Howard) Robinson for 42 years. She got her MSW from Cal in 1969. Our son Dylan works for Toyota and our daughter Laura C. Robinson is a visiting professor in linguistics at UC Santa Barbara. University of Hawaii Press just published a book, *Microphone in the Mud*, that I jointly wrote with Laura. It is the true story of her adventures

Haas Alumni Notes

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MBA cont.

battling armed terrorists, a kidnapper, malaria, and a tsunami as she documented endangered languages in the jungles of the Philippines."

1970

Alejandro Stolarski, of La Jolla, Calif., writes, "I expect to start a new construction project in downtown San Diego in 2014 as part of Pacific Equity Partners. Living in La Jolla—big change from Dallas! My newly married son, Daniel, a Berkeley PhD, will be visiting us on vacation from his job at CERN, the Swiss particle accelerator."

1971

Dave Jones, of Renton, Wash., announces, "After Thanksgiving my wife, Linda, and I drove cross-country to State College, Pa., to be on hand for the birth of our daughter Rochelle's first child and our first grandchild, Erin Aurora Morrissey, on Dec. 8. Spent five weeks with the family enjoying our new grandchild and then drove back home via a southern route to find warmer weather."

1974



Jim Penrose, BS 74

Jim Penrose, of Los Altos, Calif., reports, "Still going strong after starting Penrose Productions (video and Web marketing company) 32 years ago. I give credit to the broad business background

from the MBA program for being able to manage all areas of the company."

1977



Joe Carlson, MBA 77

Joe Carlson, of Monument, Colo., writes, "During the last several years, after retiring from the CPA world, Kathy and I have focused on raising our three youngest children (Michael, 10, Andy, 8, and Lily, 6), visiting different countries on our 'bucket list' and participating in community service like school, church, and the VFW. We took a holiday (November to January 2014) to Fiji and New Zealand. This trip was a terrific opportunity to learn about two countries with a common heritage of Polynesian and European influences. Last year at this time, we visited Puerto Rico and enjoyed such sites as El Moro, Luguillo, and the island of Culeba, and the year before we enjoyed Costa Rica.

"As part of the 'Carlson Retirement Plan,' the Berkeley MBA Program certainly provided some dynamic input. We plan to tour Ireland this coming summer and visit friends in Belfast.

Hidefumi Yamagami, of Tokyo, Japan, announces, "Ten years have passed since I took an academic position at the Faculty of Economics, Kinki University, Osaka, Japan, as a professor. Before that, I worked for the Bank of Tokyo and Bank of Tokyo-Mitsubishi for almost 30 years. Time flies!"

1979 35TH REUNION APRIL 24-27, 2014

1980

Michaela Rodeno, of Napa, Calif., informs, "One of my 'retirement' projects is our family micro-winery, Villa Ragazzi. In 2013, we donated a VIP tour and tasting in support of the UC Berkeley Botanical Gardens fundraising efforts. In the fall, two Berkeley PhDs arrived to claim their prize, having already researched and studied wine. The visit quickly developed into a discussion of the fine points of field budding, what makes one wine 'better' than another, aging potential, and clones. We talked about heirloom tomatoes, dawn redwoods, and designer zucchini, too. A perfect day in the Napa Valley for gardening fans.

"Haas alums are always welcome at Villa Ragazzi. The tasting room is our kitchen, so please make an appointment.

1982

Robert Farnsworth, of Irvine, Calif., has been elected vice chair of the board of directors of the Irvine Barclay Theatre. Robert is the founder and CEO of Sonnet Technologies, a leading provider of storage systems, Thunderbolt™ technology PCIe expansion products, interface cards, and media readers for professional users in the audio, video, and broadcast industries.



Irvine Barclay Theatre Vice Chair Robert Farnsworth (far r), MBA 82, with (l. to r.) Irvine City Council Member Larry Agron, Irvine City Council Member Beth Krom, Irvine Barclay Theatre President Douglas Rankin, and Irvine Barclay Theatre Chair Jennifer Cheng.

Marshall Leisten, of San Mateo, Calif., writes, "I left Oracle after seven-plus years to join InvisibleCRM as vice president OEM sales and business development. The company is the leader in bringing enterprise applications, like customer relationship management systems, to users via email desktop applications, most notably Microsoft Outlook. As a result users never have to leave their familiar email environment to work with large-scale business applications. We have major relationships with Oracle, SAP, and Microsoft and are expanding."

1983



Mark Berger, MBA 83

Mark Berger, of Menlo Park, Calif., just celebrated his third anniversary at NVIDIA as a senior alliances manager for life and material sciences. Previously, he spent 11 years at Cytokinetics, a small-molecule drug development-stage biotech after 17 years in high-tech product and vertical marketing in a variety of

Bay Area hardware and software companies."

Abraham (Abe) Kohen, of New York, N.Y., announces, "After 25 years on Wall Street working for banks and vendors, my new job is as a financial engineering consultant for institutional clients. Specialization includes cross-asset derivatives: algorithms, design, implementation; trade execution, smart order routers; white papers; technical writing; and teaching. I've just added data science/big data as a new skill set.

"I usually am available in NYC and occasionally in Haifa, Israel, but can always be reached at abekohen@gmail.com.

Shepard Siegel, of New York, N.Y., writes, "After Berkeley, worked in a combination of areas—unconventional trade finance, precious metal trading, and then corporate loan workouts and restructuring. From dealing with debtors in and out of bankruptcy I got involved in credit trading at a boutique and larger investment banking firm. Today, as distressed debt has become more mainstream, my interest is in acting more as a problem solver for asset managers or investors who seek liquidity or a monetization exit for illiquid financial assets."

Diane (Chretien) Woolf, of Boston, Mass., joined BellMark Partners, a boutique investment bank, as managing director.

William Zarit, of Beijing, China, informs, "In the spring I will end my assignment as minister for commercial affairs at the U.S. Embassy in Beijing but will remain in China to facilitate U.S.-China trade and investment in the private sector."

1984 30TH REUNION APRIL 24-27, 2014

Caitlin McGaw informs, "Ramping up a new recruiting firm in the IT assurance and GRC space. The field is exploding, and it is exciting riding the wave!"

Andrew Oksner sends this update: "Focused on real estate investment in China, Japan, and Korea. Concentration in residential aged care assets that are in high demand and limited supply, which is always a good combination. Frequent traveler back to L.A. where my family is based."

1985

Mauri Schwartz, of San Francisco, Calif., updates as follows: "I recently moved from my home in Potrero Hill in S.F. to a condo less than half a block from the ballpark. I can see Willie Mays from my window! I love it! My business, Career Insiders, is thriving. In 2013, an incredible 70 percent of my clients attained new jobs." "As a career advisor for an international MBA career organization, I attained a first-client consultation for a joint program with Google (Helpouts). I have enjoyed serving with a great group of fellow alumni on the HAN-SF board, where I have coordinated a four-part career series and helped to select our HULA scholarship winners."

1986

Paul DeMuro, co-chair of the Health Information and Technology Group of Schwabe, Williamson & Wyatt, was selected as the Best Lawyers "Lawyer



Paul DeMuro, MBA 86

of the Year—Health Care Law," Portland, Ore., 2014. Paul is also a National Library of Medicine post-doctoral fellow in the PhD program in biomedical informatics at the Oregon Health and Science University School of Medicine, Department of Medical Informatics and Clinical Epidemiology.



Bill Maimone, BS 73, MBA 86

Bill Maimone, BS 73, of Orinda, Calif., updates, "After spending more than 25 years working as a CFO, VP, and counsel in software, manufacturing, distribution, airlines, and technology, I have switched to a broad range of business consulting with an emphasis on CFO, counsel, and M&A services to privately held companies for the last 10 years. My experiences and education from Berkeley-Haas (BS and MBA) definitely helped shape my career. Go Bears!"

William von Blasingame, of Irvine, Calif., was recently appointed as one of seven members to the California Regional Water Quality Control Board, Santa Ana Region, by Governor Edmund G. Brown Jr. William reports, "The mission of the board is to ensure the highest reasonable quality for waters of the state, while allocating those waters to achieve the optimum balance of beneficial uses. Each regional board makes decisions for its region and takes appropriate enforcement actions. The Santa Ana

region covers approximately 3,000 square miles and has a population of roughly 5 million people."

1988



Jean and Ralph Garcia Jr., MBA 88, at a 1987 MBA Friday mixer.

Ralph Garcia Jr., of San Mateo, Calif., writes, "I was recently elected to serve on the UCSB Alumni Board. My wife, Jean, and I are both Cal graduate school students (MBA for me and MA in art history for her) and also UCSB undergrads. The family that learns together, stays together."

Bill Inserra, updates, "Recently joined a new company—Tencate—as VP of finance, division CFO, and I oversee all of the financial and accounting operations for the advanced composites and armor groups. Happily married for 19 years to Laurie and live in Saratoga with our three children, Billy, Mandy, and Danny."



Ann (Benjamin) Zuraw, MBA 88

Ann (Benjamin) Zuraw, of Greensboro, N.C., has started Zuraw Financial

Advisors, an investment management and financial planning firm: ZurawFinancialAdvisors.com, WomenMoneyandDivorce.com, ChicksChatandChange.com.

1989 25TH REUNION APRIL 24-27, 2014

1990

Manoj Goel, of San Jose, Calif., reports, "Joined Prysm recently to run its business development. Prysm makes large-format immersive and eco-friendly LPDs (laser phosphorous displays) of any size in straight or curved shapes with touch and gesture option for corporate auditoriums, board rooms, conference rooms, lobbies, NOC/operations control rooms, and public spaces like shopping malls, airports, casinos, and luxury retail stores. Our largest installation is 120' wide at IAC HQ in Manhattan; highest is 23' high at Burberry in London; and curviest is a 180-degree wall 60' wide at GE Energy HQ near Toronto." Manoj adds, "Celebrated elder son Vishal's admission to Cal with a family trip to Italy."



Manoj Goel, MBA 90 with wife Suman; son Vishal, undergrad at Cal; and son Nikhil, a senior in high school applying to Cal.

Klaus Hammer, of London, U.K., writes, "Back to my first employer after Haas: Rejoined McKinsey & Co. as an experience hire in organizational business and will lead EMEA



Klaus Hammer, MBA 90

region for the McKinsey OHI Solution (Organizational Health Index), the best organizational analytical and intervention tool experienced in all my career. I am now based in London."

1991

Kevin Andrade, of Laguna Hills, Calif., updates as follows: "In May I 'retired' from a rewarding 20-plus year career in real estate development! I'm now embarking on a third career—my first was electrical engineering in the 1980s—in astrophysics, which has always been an area of passionate interest for me. I'm a student at UC Irvine, taking physics and astronomy courses and ultimately planning for a PhD. Since May, I've been spending more time

with my kids (ages 7 and 11), playing more golf, and volunteering time for Families Forward, a nonprofit that I've been involved with for the last seven years. We also bought a new house

Haas Alumni Notes

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MBA cont.

and have been remodeling it for the past several months. We moved there (finally!) in late December."

1992



Richard Jones and Laurence Lawless, both MBA 92, in Taipei, Taiwan

Richard Jones, of Oakland, Calif., writes, "Ran into co-worker and former classmate **Laurence Lawless, MBA 92**, in Taiwan. We've seen each other twice since 1992 and both times in other countries by happenstance."

Roland (Rolando W.) Springall, of Houston, Texas, reports,

"After graduating from Berkeley I have worked in Amsterdam, London, and New York for McKinsey & Co, ABN AMRO Rothschild, Bank of America, Merrill Lynch, and the Maxim Group. I work for Monex Securities in Houston as global emerging markets head, covering the areas of emerging markets fixed-income research, trading, and sales; debt and equity capital markets; and distressed debt trading of defaulted loans, bonds, and promissory notes."

1993

James Greenfield writes, "Continuing to work in wealth management for Morgan Stanley in San Francisco. I enjoyed seeing so many classmates for the 20th year reunion. Let's stay in touch."

George Willman, of Los Altos, Calif., has joined the international law firm Reed Smith as a partner in Palo Alto, Calif. He will continue to focus on technology transactions, patents, and intellectual property counseling. He looks forward to seeing many Haas alumni soon as part of his practice and in upcoming Haas and Berkeley Angel Network functions.

Greg Wolfson is developing large commercial solar PV systems for public agencies in Southern California.

1994 20TH REUNION APRIL 24-27, 2014



Koji Asada, MBA 94

Koji Asada, of Toronto, Canada, writes, "I have been appointed president and CEO of Bank of Tokyo-Mitsubishi UFJ (Canada), a fully owned banking subsidiary of MUFG. The bank has branch offices in Vancouver and Montreal. We have recently been very successful especially in project financing and M&A event financing, and have doubled our revenues over the last three years. I am very excited to have this opportunity to run a bank in a very healthy Canadian market, in which we expect to see abundant business opportunities in shale gas, renewable energy, mining, and many other areas."

James Kamradt is a senior managing director with Arque Capital's Institutional Services

Division, a merchant bank and managing broker dealer to select sponsors of alternative investment programs, as well as an investment bank working with clients in the micro cap space.

Thomas Lindner announces, "I am in the middle of changing jobs and cities. Left G+J at the end of the year and becoming CEO of *Frankfurter Allgemeine Zeitung* in Frankfurt, Germany's most renowned newspaper."

Stuart Meyer is an executive career coach, working in the San Francisco Bay Area and Southern Oregon.

1995

Anya Axelrod, of Berkeley, Calif., announces, "Katrina 'Katya' joined our family last September. Her big brother Max is turning 13 years old this month!"



Anya Axelrod, MBA 95, with family

Kassim Chaudry, of Metuchen, N.J., writes, "Still working at EMC after eight solid years. Switched from core prod-



Kassim Chaudry, MBA 95, and wife Carolyn

ucts delivery to backup products pre-sales and learning the ropes. Working with some of the largest systems integrators in the world. Son Kevaan, who was born in Berkeley, just started college at Northeastern in Boston. Older daughter spent a month in Costa Rica improving her Spanish and doing volunteer work. Youngest one is playing basketball for her middle-school team. Wife, Carolyn, is working hard as an attorney in the New Jersey school systems."



Nap Hosang and Dominic Montagu, both MBA 95, at Swedagon Pagoda in Yangon, Myanmar

Nap Hosang, of Alameda, Calif., reports, "**Dominic Montagu, MBA 95** and I are working together in Myanmar on a health policy project to strengthen government engagement of private providers. Together we are charming the bureaucracy! They don't realize that—the ministry people we have met mostly look at us and wonder what the hell these two clowns are talking about and why do they seem to amuse each other so much—but we feel confident that once people think about it, they'll appreciate the humor in our discussions. Some jokes, like fine wines, need to age and be savored."

"Speaking of aging, Nap is in good health (says Dominic). Clint, wish you were here."

1997

Jim Petty, of San Francisco, Calif., notes, "The Haas program has been



Susan and Jim Petty, MBA 97

an incredibly positive step in my career, as I'm sure it has been for all of us. A great education, unparalleled business network, and quality friendships have all come from my relationship with Haas. I'm definitely proud to be an alum.

I'm pleased to announce that my wife, Susan, recently accepted the position of associate director of admissions for the executive MBA program. She's working with the incredibly talented Haas admissions team to help continue to bring the best future business leaders into the program. Really excited about this—she'll be working to keep the Haas Business School, and the entire Haas community, the premier B-school experience in the world."

1998

In July 2013, **Mark French** and a small group of investors acquired Wing Inflatables Inc., a manufacturer of high-performance polyurethane collars and fully inflatable watercraft for the military and commercial workboat markets. Mark is full-time CFO, which entails spending significant time in Arcata, Calif., where the company's operations are based. Mark is truly enjoying wearing work boots instead of loafers and getting his pants dirty on the factory floor.

Nancy Hazlewood, of Oakland, Calif., writes, "Am in my second decade as an independent consultant, providing project management, product

management, strategic and financial planning and analysis to health care, IT, nonprofit, and start-up organizations. Also am continuing my musical avocation—was awarded the 2013 Blues Saxophone Player of the Year by the West Coast Blues Hall of Fame."

Matthieu Malan is working on round two funding for his online bookseller in Morocco to finance growth. He writes, "While we are a leader in our market, we are far from having reached all potential customers. In addition, we came to realize that customers are not comfortable with distance selling and are wary about using a credit card online. We set up a small showroom, which quickly was packed with curious new customers who then became online regular purchasers. We are now about to open a large brick- and-mortar showroom and bookstore in Casablanca."

John McKenna, of Albany, Calif., reports, "Last August, I joined Embarcadero Financial Group (EFG). I'm happy to be back working in S.F. It's a welcome move to an RIA after my years at Morgan Stanley—most recently in executive financial planning with a corporate services team in Palo Alto. I'm looking forward to helping grow EFG as a wealth adviser. My kids Meg and Ted are great. Having teenagers, however, appears to not be for the faint of heart."

1999 15TH REUNION APRIL 24-27, 2014

Marc Cattabiano announces, "Joined TripAdvisor in February 2013 to lead product strategy and the product team for the B2B side of TripAdvisor (the part that interacts with hotels, restaurants, attractions, etc.)."

David Lieu writes, "I am the founder and medical director of FNA Medical Group in Alhambra, Calif. It is one of the busiest pathologist ultrasound-guided fine-needle aspiration and core-biopsy clinics in the country. I regularly train cytopathology fellows and faculty from UCLA, USC, UCI, and UCSD. I am on the clinical faculty at UCLA. I am also on the faculty of several pathology specialty societies and have taught pathologists from throughout the United States and the world."

Kim Niquette informs, "Kivu is expanding our data breach services. Our focus is to swiftly and cost-effectively determine if a breach has occurred, determine its size and scope, and provide valuable evidence that can assist an organization in responding to regulators, customers, and litigators."

Colleen Reilly writes, "I left the Bay Area in 2012 and moved back to North Carolina to pursue an MSW at UNC-Chapel Hill."

Rain Rider sends this update: "After more than a decade of marketing research and marketing/communication strategy consulting, I took a role at Kaiser Permanente managing the business side of cosmetic services for Northern California. I love the role, my team, and Kaiser in general. On the personal front, Hiroshi and I continue to seek out new culinary experiences and get out for hikes as much as possible. I hope to see you at the reunion!"

Leslie Tyler is working on turbo-charging online professional services at Pearl.com.

2000

Nick Sturiale writes, "I am managing partner at an early stage venture capital firm based in Palo Alto and Bellevue that invests in next generation business software startups."

2001

Panos Adamopoulos announces, "Seismos won four international competitions in 2013, won an award from Shell, and went through its first round of funding."

Marty McMahon reports, "Heading into my fourth year as co-founder and managing director of FlemingMartin, a retained executive search firm with offices in the Bay Area and Los Angeles. We are helping some incredibly innovative companies build out their executive teams. I am also enjoying being a volunteer for Haas and keeping in touch with classmates. Jennifer and I celebrated our 21st anniversary in January and our girls are now 5 and 8—time flies when you are having fun."

Radhika Shah, of Palo Alto, updates: "Earlier this year, Darlene Damm and I launched a Silicon Valley chapter for the Ashoka Foundation (Ashoka.org/sv) a Washington, D.C.-based global nonprofit. The goal of the SV group is to connect people interested in engaging in the world of scalable and innovative social impact all over the world, with Ashoka Fellows (social entrepreneurs who are solving some of the toughest social problems around the world) in a wide range of areas—children's education, women's empowerment, biodiversity

Jungwook Lim informs, "In November 2013, I relocated back to Seoul from Silicon Valley and became a managing director of Startup Alliance, a new nonprofit initiated by the Korean government and several major Internet companies in Korea. Its mission is to support and mentor early-stage startups and boost entrepreneurship in Korea."

preservation, and many more. We had more than 150 people from tech and social causes attend our Ashoka SV launch events this fall and welcome Cal alumni to join the Ashoka SV. Recent Cal alum Eloise Duvillier is setting up an Ashoka SV book club that we welcome you to join. We hope to collaborate deeply with Berkeley and Stanford and arrange events with visiting Ashoka Fellows in the innovation accelerators such as SkyDeck at Berkeley."

2002



Jungwook Lim, MBA 02

Tanya (Himathongkam) Vannapruegs, MBA 02, in Bangkok writes, "Continue to enjoy working at Theparin Hospital with focus on diabetes prevention and foot care training to reduce amputation due to the disease. **Becky Frank, MBA/MPH 03**, paid a visit during her business trip to Bangkok. Had fun taking her walking the 'Diabetes Escape' (17-flight walk on the fire escape) and visiting chronic disease risk testing and lifestyle education stations my team created!"

Vivek Sanghi, of New Delhi, India, reports, "While continuing to lead research IP licensing ac-



Radhika Shah (center), MBA 01, with (l. to r.) Eloise Duvillier, BA 13; Cynthia Lang, Ashoka.org CEO Bill Drayton, and Darlene Damm of Ashoka.

activities at IBM Research, for India and Singapore, I've started the evening law program at the Delhi University Faculty of Law. Very interesting experience to be back in a classroom 11-plus years since Haas, in an Indian government (i.e., public) university environment, and writing three-hour-long finals. Humbling and enlightening!"



Becky Frank, MBA/MPH 03, and Tanya (Himathongkam) Vannapruegs, MBA 02, in Bangkok

Tanya (Himathongkam) Vannapruegs, MBA 02, in Bangkok

writes, "Continue to enjoy working at Theparin Hospital with focus on diabetes prevention and foot care training to reduce amputation due to the disease. **Becky Frank, MBA/MPH 03**, paid a visit during her business trip to Bangkok. Had fun taking her walking the 'Diabetes Escape' (17-flight walk on the fire escape) and visiting chronic disease risk testing and lifestyle education stations my team created!"

2003

Jay Atkinson announces, "We have moved back into 'Bear Territory' in Orinda, Calif. Trey (nearly 4) and Jasmine (over 1) are now letting Mom and Dad sleep marginally more, and it feels great."

2004 10TH REUNION APRIL 24-27, 2014

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MBA cont.

Jason Anderson started a consumer research and research gamification agency in late 2012.

Mark Habib, of Paris, France, informs, "After six years covering the energy sector for S&P in New York City, I've transferred with my wife, Bridget, and sons Kadin (4) and Xavier (1) to Paris as a director for the telecom and tech sectors in EMEA. Say hello if you're in the area!"

Justin Rietz is currently a graduate student in economics at UC Santa Cruz.

2006

Carlos Sanchez reports, "Moved to Marin about 18 months ago and loving it."

2007

Akif Koca sends this update: "Government manager and specialist for services, manufacturing, and mining industries. Extensive experience on strategy development and implementation, industry analysis and program management. Interested in strategy and organization consulting and strategic planning."



Darrin Steele, MBA 08, and wife Sothy Chhoun-Steele

2008

Darrin Steele, of Colorado Springs, Colo., writes, "Elected vice president of communication for the International Federation of Bobsled and Skeleton (FIBT). The FIBT is recognized by the International

Olympic Committee (IOC) as the governing body with oversight of all national federations of bobsled and skeleton."

Emily Walling, of Menlo Park, Calif., announces, "Andrew and I were excited and grateful to welcome Thomas Alexander Walling to the family on Aug. 21, 2013. He's super smiley and has already had some 'bro dates' with other '08 baby boys. Big sister Kate (now 3) has been adjusting to the change like a champ."

2009 5TH REUNION APRIL 24-27, 2014

Andrey Antonov writes, "Still running a company I started up in the summer of 2008. The business is in the replacement windows industry in the Moscow region."

Brynn Hadler reports, "We moved to Sydney to be closer to one side of my family. My husband is a professor and found an interesting position at Macquarie University in Sydney, so that gave us the opportunity to make the move. Australia is also something of a paradise for children, so we thought it would broaden their world and perspectives. As for me, I published my first e-book in March, called *7 Ways To Get Your Children To Eat Healthy Food*. It will be available from Amazon, Smashwords, and other major retailers."

2010



Evan Schwimmer, MBA 10, with his Cal boys

Evan Schwimmer, wife Lauren, and big brother Logan welcomed Caleb in June 2013. The Schwimmers live in Alameda, Calif., and Evan works at Starwood Capital in San Francisco.

Jacqueline Yuen Chan announces, "Alvin and I welcomed Avery Claire Chan to our family in 2013. She brings so much joy and happiness to us daily."

Marcela Fox, announces, "Just gave birth to a beautiful baby girl named Hazel. Older brother, Owen, is being nice to his sister."

Che-Chin Lin updates as follows: "Associate director of the principal investment department at Far East Horizon Ltd. (ticker:3360.HK), the investment arm of Far East Horizon Ltd., focusing on investment efforts in health care, infrastructure, industrial, education, paper and packaging, electronics, textile, and logistics."

Sean Semplicio informs: "My band, The Top Scores, just had its first successful gig on New Year's! Please like us on our Facebook page to get news about upcoming shows (facebook.com/thetopscores). I play bass and two other friends from high school round out the trio on guitar and drums. We play original tunes, mostly with a 'bluesy-rock' tinge (with some funk and metal



The Top Scores: Carlos Bonilla (drums), Anthony Binsacca (guitar & vocals), and Sean Semplicio (bass), MBA 10.

coming through from time to time!). Hope to see you at an upcoming gig!"

Jonathan Villet reports, "I am privileged to know that great marketing contains great truth—an insight that drives the advertising agency I lead, OneWorld Communications. Express what truly matters, excites, delights, and inspires. So that people care, or laugh, or learn, or get involved, and try something new. It's why I love what I do: creating a strategic process, from insight to branding, creativity to metrics, to keep the marketing true."

2011

Benjamin Avenia-Tapper reports, "Living in S.F., working in Vegas, learning how to claw one's way out of an over-leveraged buy-out through nightclubs, restaurants, room renovations, and the occasional financial analysis."

Judy Chang writes, "I just moved to Paris and am looking for interesting opportunities in the electronic/mobile payment space—e.g., PayPal, Visa V.me, Google Commerce, Venmo, etc. Please let me know if you think I should check anything out! Hope you're doing well!"

2012

Christopher Pickett reports, "Currently acting senior director of commercialization within the logistics function of Anheuser-Busch. Oversee

demand planning, new products planning and execution, and warehousing and distribution centers."

2013

Rob Bogolub announces, "Graduated from my MBA program in May (went back to Haas) and started work at Bain in San Francisco."

BCEMBA

2004 5TH REUNION APRIL 24-27, 2014

Sabina Kroes is busy "building a new hot technology company." The startup is in stealth mode so stay tuned for more information in the future.

2007

Sean Luangrath writes, "Just spent two years in China opening the market for Sequoia-backed startup. I just moved back to the Bay Area and joined a KP-backed venture."

2010



Christopher Fong, BCEMBA 10

Christopher Fong, of Palo Alto, Calif., updates as follows: "After spending seven years with Google in New York City, I'm moving to our headquarters in Mountain View, Calif., to take a new role working with venture capital firms and their startups across different Google product areas. I'm excited to help with this initiative at Google and to have the opportunity to reconnect with old Haas mates in the Bay Area."

"In addition, I'm looking forward to playing and watching some great

basketball games. Please let me know of any pickup games among Haas alumni in the peninsula area or if there are any avid Warriors or Cal basketball fans that want to catch some games this season. Please reach out via my Haas email or google.com/+ChristopherFong."

2012

Ronald Snitker announces, "Relocated back to Nashville, Tenn., in July 2013. Got married too!"

2013 1ST REUNION APRIL 24-27, 2014

PhD

1971



Douglas (Mac) MacLachlan, PhD 71

Douglas (Mac) MacLachlan, BA 63 (Physics), MBA 65, MA 70 (Statistics), of Kenmore, Wash., updates as follows: "Retired January 2013 after more than 42 years teaching in the Foster Business School at the University of Washington. Primarily did research and teaching in statistical topics of marketing research, marketing models, and database marketing. Was chair of the Marketing and International Business Department five times and senior associate dean of the Foster School for one term. Most recently held the Marion B. Ingersoll endowed professorship. Continuing to do research, consulting for businesses, and traveling (or sailing my wooden gaff-ketch 'Bimi')."

IN MEMORIAM

David Barry, BS 38
Edward Arnold, BS 40
Ernest Clark, BS 40
Robert Clottu, BS 40
Ralph Countryman, BS 42, CSNG (Educ.) 64
Frances Nelson, BA 43
Francis Mahoney, BS 44
Donald Peters, BS 44
Audrey Barr, BS 47
Rudolph Kupfer, BS 47, MBA 48, PHD (Educ.) 57
Walter Burke, BS 48
Waldemar Schroeter, BS 48
Elton Sherwin, BS 48, MBA 49
William Barros, BS 49
Fay Blair, BS 49, MBA 50
Everet Gale, BS 49
Leonard Schlusel, BS 49
Warren Simms, BS 49
Thomas Bardet, BS 50, MBA 51
Elva Jovisich, BS 50
Lora Quon, BS 50
John Reed, BS 50
Frederick Webster, BS 50, MBA 51, PHD 65
Lloyd Root, MBA 50
Robert Dana, BS 51
John Schiefer, BS 51
Carroll Whitney, BS 51
Allan Anderson, BS 52
Cecil Weintraub, BS 52
David Hutchison, BS 53
John Kappos, BS 53, MBA 54, JD 57
Hugh Barton, BS 54
Howard Morrow, BS 54
Raymond Willsey, BS 54
Evan Siggelkow, BS 55
David Willman, BS 55, MBA 57
Robert Hearther, BS 57
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IN MEMORIAM

Travel Industry Leader Ralph Bahna, MBA 65



Alumnus Ralph Bahna, MBA 65, founder of the Club Quarters hotel chain and longtime Priceline.com chairman, passed away Feb. 24. He was 71.

Born in Grand Rapids, Mich., Bahna attended the University of Michigan, where he was a Big Ten wrestling champion. After earning his MBA at Berkeley, Bahna went on to drive countless innovations in the travel industry.

Bahna was credited with helping to turn around Trans World Airlines (TWA) by inventing business class while still in his 20s. He then led a turnaround as CEO at Cunard Line in the 1980s and in 1993 founded Club Quarters, private, city-center hotels, which he led until his death. Bahna also was a founding investor of Priceline.com and served on its board since 2004.

In a rare talk in 2012, Bahna shared his "secret sauce" for leading change with Berkeley MBA students. His recipe for success included the ability to boil down a challenge or course of action very concisely, sales skills to convince others to implement a solution, and tenacity. He noted, for instance, how his efforts to successfully create the predecessor to business class travel at TWA required him to rewrite a proposal more than 20 times.

Bahna was a member of the Haas School Board and generous supporter of Berkeley-Haas. He also supported several other organizations, including the King and Low Heywood Thomas Schools, the Young Presidents' Organization, Columbia New York Presbyterian, and the Center for Integrative Medicine & Wellness at Stamford Hospital.

Accounting Prof. Emeritus John Wheeler



Accounting Professor Emeritus John T. Wheeler, whose thought leadership in accounting contributed to the development of management sciences and computer-based business games at UC Berkeley in the 1960s, died Oct. 21. He was 92.

Born in Minneapolis, Minn., Wheeler earned his PhD in industrial economics at MIT. He began his academic career teaching at the University of Minnesota before coming to UC Berkeley in 1954.

Wheeler's teaching and research focused on preparing business students for the accounting profession. He co-authored the book *Competition and Its Regulation* (1954) and wrote the chapter "Accounting and Economics" in the *Handbook of Modern Accounting Theory* by Morton Backer (1955).

Wheeler also played a role in UC Berkeley's early interest in computers and business games. In 1958, he introduced the concept of computer business games and simulations as teaching techniques for graduate business education. He served as chairman of the Center for Research in Management Sciences (1966 to 1968), director of the school's PhD program (1968 to 1969), associate dean for academic affairs (1969 to 1971), chairman of the Accounting Group and director of the Professional Accounting Program (1974 to 1978), and director of Summer Sessions. He worked at Berkeley for nearly 40 years, retiring in 1991.

Haas@Work Lecturer Pierre M. Loewe



Haas Lecturer Pierre M. Loewe, who spent his career in innovation consulting and teaching, died Dec. 31 from leukemia. He was 67.

Born in Paris, Loewe earned his MS in management at MIT's Sloan School of Management. After working at Centre d'Enseignement Supérieur du Management Public, Loewe became a project manager at McKinsey & Company. He later held executive positions at Salomon/North America and The MAC Group, later acquired by Gemini Consulting.

From 1994 to 1995, Loewe taught strategic implementation at UCLA's Anderson School of Management until he co-founded Strategos, where he helped clients launch businesses, develop strategies, and embed innovation in their firms. Loewe began teaching at Berkeley-Haas in 2010 and led the inaugural Haas@Work experiential learning class, where he was known for providing a well-organized, academically rigorous curriculum.

Haas Personal View

By Dave Wilson, MBA 65



based. The financial markets were limited primarily to bonds and stocks. The IBM 1401 was the latest computer and occupied an entire floor of an office building. In the five decades since, we have seen a dramatic change in the complexity of the business world that today's graduates enter. Financial markets are rich with new instruments crafted to address investor preferences. The accounting profession today lives in a mélange of rules, some of which often conflict. Wrist phones, once only in Dick Tracy comics, are hitting the mainstream.

But the foundation from my time in Barrows Hall has served me well, providing a theoretical foundation, the capacity to think laterally, the discipline to follow a problem to its conclusion however long it took. I was also a beneficiary of the Berkeley-Haas values: Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself. In short, I was granted a foundation for addressing and managing the risks I would confront in business and in life.

But what of tomorrow? Technology has created a new delivery channel but not the need for a firm theoretical foundation nor, more importantly, has it diminished the significance of a values system. Digital delivery

of content is pedagogically sound in some contexts. But as the challenges that we confront become more complex and values based, I remain a fierce advocate for the interactive dialogue of a classroom or seminar. A MOOC (massive open online course) will never replace a Haas classroom.

Moreover, the fundamental risks for which I was prepared—business, financial, and economic—remain but are measurably more complex for today's graduates. Economic risk is now global, not simply local, regional, or national. Technology accelerates the pace of any shift. Financial risk, while fundamentally the same 50 years later, moves at warp speed with programmed trading and complex instruments. The MBA curriculum focuses on these.

However, today's graduate also will have to master cyber risk and regulatory risk. Cyber threats are well covered by the media, such as the theft of information of 70 million Target customers. Regulatory risk has grown exponentially, from the Securities and Exchange Commission aggressively altering the landscape of financial reporting to the Dodd-Frank legislation including a Byzantine requirement for public companies to disclose their use of "conflict minerals" such as gold mined in the Congo.

The challenges that today's graduate will face are complex and daunting. But the Haas graduate will thrive. Haas gave me a values-based commitment, rooted in a solid theoretical foundation, to challenge the status quo, but respectfully, to see beyond the obvious. Its guiding principles ensure that today's graduate will be as fortunate as I was.

Dave Wilson, MBA 65, retired in 2013 as president and CEO of the Graduate Management Admission Council (GMAC), owner of the Graduate Management Admission Test, after holding the position for 18 years. Before heading GMAC, Wilson served as managing partner and national director for professional development at Ernst & Young. He held faculty positions at the University of Texas at Austin and the Harvard Business School.



The Evolution of the MBA

Fifty years ago, I descended the steps of an American Airlines Boeing 720 at San Francisco Airport from Chicago. I had connected from an Air Canada turbo prop from Toronto. "Lost" is an insufficient descriptor. After a bus ride to Oakland with everything I owned, and then a cab ride, I found myself in Berkeley, California, and wondered, "Davey lad, what the hell have you done?"

A professor told me in fall 1963 to take the Admission Test for Graduate Study in Business, now the GMAT. So I did. The same professor told me to apply to UC Berkeley. So I did. I came from a very small program at a small Canadian university, Queen's, with a total enrollment of 2,800 students at that time. And here I was at the University of California.

My first decision was to take fullest advantage of all that Berkeley's business school (not yet "Haas") and its top scholars had to offer. And indeed I did. C. West Churchman's seminar on "Prediction and Optimal Decision" was so far above me, I was on oxygen support. But what a gracious and caring professor. Bart McGuire's course on game theory gave me a foundation that I apply to decisions today. And Harry Guthmann's course on value-based investing remains a core value.

My Berkeley MBA prepared me for the world that I was entering. The accounting profession was "principles"

Making the World a Classroom



Rebecca Grubman, BS 08, MBA/MPH 14
Consulting for Novartis in Africa

Through the International Business Development (IBD) course at Haas, Rebecca interviewed Kenyans about their health care practices to discern how Novartis could implement mobile health programs in rural areas. The experience helped her land a job at a startup focused on health care and technology. IBD is one of many Haas experiential learning opportunities, including Haas@Work, the Innovation Lab, and Cleantech to Market.

When you donate to the Haas Fund, you support experiential learning programs that develop business leaders ready to tackle today's greatest challenges.

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