

# CalBusiness

The Magazine of the Haas School of Business at the University of California, Berkeley

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Business Leader of the Year

### The Quiet Revolutionary

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Sets a New Direction at Intel

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Winter 2007

The Magazine of  
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# In Brief

News from the Haas School



## Students rocking the “>play” Digital Media Conference

The guitar arrangement was part of the conference’s digital media expo, which showcased, among other innovations, an interactive globe, a podcasting installation, and a station for editing video on the fly. The >play conference, which took place in November 2006, was organized by students. The conference is affiliated with the Berkeley Digital Media and Entertainment Club.

## Haas Students Win Top Honors Nationwide

Berkeley MBA students racked up four victories in late 2006 at national case competitions. Subjects ran the gamut from brand management to energy efficiency.

Five students took first place at **Elite Eight Brand Management Case Challenge**, hosted by the Carlson School of Management at the University of Minnesota. It was the second consecutive year that the Haas School won the top prize.

The winning team consisted of Vanessa DellaPasqua, MBA 07; Emily Poague, MBA 08; Jesse Purewal, MBA 07; Joe Seavey, MBA 08; and Loretta

Tong, MBA 06. The students defeated teams from the Kellogg School of Management, Wharton, Michigan’s Ross School of Business, the Fuqua School of Business at Duke, and UC Los Angeles’ Anderson School of Management. Associate Professor Florian Zettelmeyer was the team’s faculty advisor.

At the University of Texas McCombs School of Business **National Energy Finance Challenge**, a team of MBA students from the class of 2007 bested 14 other business school teams to bring home the first prize. The team members were

## Events at Haas

**April 28**  
Alumni Reunion Conference  
**May 14**  
Haaski Open Golf Tournament  
**May 23**  
Business Forecast Luncheon

Nathan Cope, Irem Karacagil, Sheldon Kimber, Matthew Price, and Nicolas Spicer. Severin Borenstein, the E.T. Grether Professor of Business Administration and Public Policy, sponsored the team.

Four full-time MBA students from the class of 2007 – Simona Chin, Todd Evans, Tom Fitzsimmons, and Melissa Olle – defeated seven other teams, including Northwestern’s Kellogg School of Management, at the San Diego State University Sports Case Competition. Associate Professor Tom Davidoff advised the team.

And at the **Darden Innovation Challenge**, a team of MBA students from the Evening & Weekend MBA program won a People’s Choice award. Bill Leung, Vandana Bharvani, and Wilson Chen, all MBA 08, were selected by their fellow competitors to receive the honor. The challenge was hosted at the University of Virginia Darden Graduate School of Business.

Four MBA candidates also took first place at the **JP Morgan Good Venture** competition in New York. The team consisted of Shailee Sen, Rob Kaplan, Julia Gilfillan, and Ellie Kelly, all MBA 07. Because the competition invited the students to create a case for investing in a nonprofit organization, their victory secured \$25,000 in funding for Lenders for Community Development. Lenders for Community Development invests in individuals working to build finan-

cial, personal, and shared assets in low-income communities throughout the San Francisco Bay Area.

Aurora Biofuels, a company co-founded by Berkeley MBA students that aims to make bio-diesel a mainstream energy source, won the second global **Intel+UC Berkeley Technology Entrepreneurship Challenge** at the Haas School. The team consisted of CEO Matt Caspari and Vice President of Engineering Guido Radaelli, both MBA 06; Vice President of Research and Development Bert Vick, a UC Berkeley Ph.D. student in molecular and cell biology; and Chief Financial Officer/Chief Operations Officer David Hansmann, who joined Aurora after its founding. Aurora Biofuels won the grand prize for its alternative to petroleum-based fuels that can be distributed via existing infrastructure and used in unmodified diesel engines. **CB**

## Leadership Boost for Core Curriculum

Full-time Berkeley MBA students started enrolling in a new core course last semester to assess their leadership skills and to develop roadmaps for improving those skills.

The centerpiece of the class is a comprehensive assessment of each student’s leadership skills based on confidential evaluations from former bosses, co-

workers, peers, and clients. The assessments allow students to develop an understanding of their strengths and opportunities as leaders. At the end of the course, students must develop plans to further strengthen their skills.

To compliment their plans, guest speakers present cases to the class based on situations they faced as leaders. Last semester’s guests included Nathan Brostrom, vice chancellor of administration at UC Berkeley, and Shantanu Narayen, MBA 93, president and chief operating officer at Adobe Systems.

The class, titled “Leadership,” was developed by Professor Jennifer Chatman and Assistant Professor Pino Audia. It is also available as an elective in the Evening & Weekend MBA program. **CB**

## Courting Students with New Media

The Haas School web site is now home to podcasts, blogs, and a video, making it an even richer source of information for prospective MBA students.

One of the first business schools to podcast admissions information, Haas’ content includes tips for completing the Berkeley MBA application and securing financial aid.

Listeners can hear podcasts by MBA Career Services Director Abby Scott on the career search process, Executive Associate Dean Richard Lyons on the school’s Leading Through Innovation brand, and Andrew Isaacs, adjunct professor and executive director, on the Management of Technology Program.

Two blogs are available to prospective students, one offering insight into full-time MBA admissions and another sharing a candid glimpse into the Berkeley MBA experience through contributions from eight current students. The student entries have discussed everything from company presentations to bidding on electives. **CB**



**Mineta Earns Presidential Honor**  
**Norman Mineta, BS 53,** was awarded the Medal of Freedom by President Bush on December 15. Mineta is a former congressman and US Secretary of Commerce. The award is the United States’ highest civilian honor.

## Haas by the Numbers

For the first time, the Haas School was ranked in 2006 as one of the ten best business schools in the United States by the *Wall Street Journal*, *BusinessWeek*, and *U.S. News & World Report*.

**#5** *Wall Street Journal* Full-time MBA Program

**#8** *BusinessWeek* Full-time MBA Program

**#7** *U.S. News & World Report* Full-time MBA Program

**#5** *U.S. News & World Report* Evening & Weekend MBA Program

**#3** *U.S. News & World Report* Undergraduate Program

## Chinese Delegates Study IP at Haas

About 20 judges, policymakers, and executives from China convened at Haas in October for a unique training program on innovation and intellectual property rights. The visit was part of Berkeley’s new China Innovation & Intellectual Property Rights Leadership Program, which aims to strengthen intellectual property protection and enhance innovation in the world’s most populous country.

For nine days, the participants attended specially designed courses on intellectual property rights and innovation. Graduate students from across the Berkeley campus had traveled to China to develop intellectual property case studies for these courses, including one on Beijing Olympics.

Following their courses, the delegates joined corporate executives in closed-door discussions with Haas School Dean Tom Campbell, Executive Associate Dean Richard Lyons, Dean AnnaLee Saxenian of the School of Information, and Dean Christopher Edley of the Boalt Hall School of Law. On the last day, the delegates got a first-hand glimpse of California high-tech companies, IP management firms, law firms, and US courts. **CB**

## Students Help Make Meals Sustainable

After taking field trips to feedlots and slaughter houses, six Berkeley MBA students shared their insights on the beef supply chain with senior executives of McDonald’s, making recommendations that could result in cleaner streams, safer cattle feed, and improved working conditions for laborers.

Renu Bhatt, MBA 06; Jennifer Feldman, MBA 06; Eric Potts, MBA 06; and Kirsten Tobey, MBA 06; Francois Perrot, MBA 05; and David Kwok, MBA 06, advised the company as part of the McDonald’s Research Fellows Program in Corporate Social Responsibility, a partnership between the Haas School’s Center for Responsible Business and McDonald’s Corporation. Their efforts culminated with a report and presentation to McDonald’s senior management in April 2006.

McDonald’s featured the students’ recommendations as a special “Fork to Farm” section in its 2006 Worldwide Corporate Responsibility Report. The report included a response from Catherine E. Adams, McDonald’s corporate vice president of worldwide quality, food safety and nutrition, who noted, “We take the recommendations in the CSR Fellows’ report seriously and pledge to look into each one.” **CB**



# In Brief

## Alumnus Named a BusinessWeek Top 'Under 25' Entrepreneur

Aaron Sahagun, BS 06, was named one of the "Top 25 Entrepreneurs Under 25" by *BusinessWeek* for launching Alumwire, a career resources and social networking web site. He shares the honor with his brother Allan, who is a student at Harvard University.

Alumwire is a social networking site designed to connect job seekers with fellow alumni and prospective employers. The site also aggregates job listings from partner Careerbuilder.com and hosts articles offering career advice for job hunters from Dow Jones. The Sahaguns created Alumwire to address the challenge of transitioning from

college to the job market. It is available to more than 1,000 four-year universities.

All of the entrepreneurs selected by *BusinessWeek*, including Alumwire, had clear revenue models, ideas that filled gaps found in their own lives, and were operating on small budgets. **CB**

## Blum Endows Poverty Center

The Richard C. Blum Center for Developing Economies was launched last year with a \$15 million gift to UC Berkeley by San Francisco financier, philanthropist, University of California regent, and Haas School

alumnus Richard C. Blum, BS 58, MBA 59.

The Blum Center will educate UC Berkeley students about the world of foreign assistance, its potential, and its challenges. It will draw on UC Berkeley faculty expertise from a wide range of disciplines. George Scharffenberger is the center's executive director.

"I believe UC Berkeley can have a singular effect in the fight to alleviate human suffering," says Blum. "If you look at the dangerous political divisions in today's world, you will find that most extremism has its roots in poverty and lack of education. We hope that our center will help train the next generation of leaders to be dedicated to alleviating poverty in the developing world."

Blum has been devoted to fighting poverty for three decades, with particular emphasis on helping local communities develop greater economic self-sufficiency. He founded the American Himalayan Foundation 25 years ago, which runs over 130 Himalayan-region projects including schools, health services, cultural preservation, forest restoration, and small-scale economic development. **CB**

## On the Job Innovation

Nearly 50 Berkeley MBA students helped a discount travel Web site develop strategies to build business at the inaugural Haas@Work workshop in San Francisco on December 1, 2006.

Haas@Work is one of the experiential learning exercises developed as part of the Haas School's Leading Through Innovation strategy. The program helps Berkeley MBA students develop distinctive capabilities and gives them an opportunity to work closely with companies to solve their business challenges.

Following weeks of advance preparation, students from both the Full-time and Evening & Weekend MBA programs attended a one-day workshop where they were separated into sub-teams focusing on the travel firm's priorities, including conversion and retention, consumer demographics and buyer behavior, risk perception, and cross-selling.

## Faculty Honors

### Faculty Cited for Excellence

Haas School faculty demonstrated their excellence in 2005 and in 2006 by winning honors for their research.

**Assistant Prof. Christopher Hennessy** recently won first prize for the best corporate finance paper published in 2005 in the *Journal of Finance*.

**Assistant Prof. Jacob Sagi and Associate Prof. Richard Stanton** were honored with the Best Paper award at the prestigious Utah Winter Finance Conference for their work solving the "closed-end fund puzzle."

An article by **Professor Jennifer Chatman** examining how men and women react to the gender composition of project teams at work was selected by The Aspen Institute as notable research into gender related topics conducted at business schools.

**Professor Philip Tetlock's** new book, *Expert Political Judgment: How Good Is It? How Can We Know?*, has won the American Political Science Association's Robert E. Lane award for best book in political psychology.

**Professor John Quigley** was elected a foreign member of the Royal Swedish Academy of Engineering Sciences at its spring meeting in Stockholm.

Each team consisted of about ten Berkeley MBA students, two company employees, and a trained Haas@Work facilitator. The teams presented recommendations to the company executives, including a senior vice president and a vice president.

The executives discussed selected one of the recommendations for a smaller Haas implementation team to pursue during the first 100 days of 2007. Students were selected to join the implementation team based on their workshop performance and will enroll in the new "Seminar in Applied Innovation" course, which will be taught by Adam Berman, BS 85, during the Spring 2007 semester. Berman is the executive director for Curriculum Innovation and he has been working to advance the curricular and extra-curricular dimensions of the Haas School strategic plan. **CB**

## Oil Executives Learn New Skills

The Haas School's Center for Executive Development (CED) was selected to provide multi-year executive education program to top executives and project managers of the Norwegian energy company Statoil. The oil and gas provider will become the world's largest offshore operator after completing its merger with Norwegian Norsk Hydro Oil Division in 2007.

Berkeley was chosen from 50 universities to provide Statoil's Project Executive Program, according to Margareth Ovrum, executive vice president for Statoil's Technology & Projects. Key faculty from Haas, engineering, social sciences, and international studies at UC Berkeley as well as industry experts and Statoil executives developed the highly customized curriculum.

Project managers who oversee \$1-10 billion capital

projects will participate in the program. Their training will focus on balancing innovation and risk, project leadership, excellence, and working in complex geopolitical environments.

The first cohort of managers began their one-year participation at Haas in October 2006 with upcoming modules taking place in Norway and other international locations. The program will return to Haas for the second cohort in August 2007. **CB**

## MOT Partners with Dubai School

UC Berkeley's Management of Technology (MOT) program teamed up with the e-TQM College in Dubai, United Arab Emirates, to develop a joint program in total quality management that will include executive education, staff exchanges, and mentorship.

The new Leadership Excellence and Advancement Program was launched with

the e-TQM College's commitment of a \$500,000 gift to the MOT program over a five-year period. The initiative also calls for collaboration in research, in publications, and in measuring student performance.

MOT, the largest interdisciplinary program on campus, is a partnership between the Haas School, the College of Engineering, and the School of Information. The e-TQM College, a newly certified college in the UAE, is the first online college in the Middle East specializing in total quality management in both manufacturing and service sectors.

The joint program's executive education classes will address topics such as leadership and strategy and will include Haas School faculty through a combination of distance learning, trips to Dubai, and classes at the Haas School. The classes will be offered to executives in Dubai, as well as the larger Arab business world. **CB**



### Professor Teck Ho's "Pricing"

Ho's class was one of the most popular electives last year with over half of the full-time MBA class bidding to secure a seat in the class. The course teaches the process of making pricing decisions and explores innovative approaches for setting prices.



### Laura Tyson Returns to Teach

Professor and former Haas Dean Laura D'Andrea Tyson returned from her post as dean of the London Business School this month to resume her faculty position at the Haas School of Business.

Tyson is teaching International Business in both the Evening & Weekend MBA Programs and in the Berkeley-Columbia Executive MBA Program this spring.



# Power of Ideas

by Ronna Kelly

“One wonders whether eBay will ultimately be the victim of its own success in making reputation valuable as users take advantage of the system and ultimately kill the golden goose.”

—John Morgan, Gary & Sherron Kalbach Chair in Business Administration

## The Market for Feedback

Prof. John Morgan finds some eBay users are manipulating the Internet auction market to boost reputation



When Professor John Morgan looked to eBay to study how seller reputation affects sales prices, he found there was more to reputation

than meets the eye.

Morgan was surprised to discover that some eBay users are artificially boosting their reputations by buying and selling feedback, an abuse that he believes could ultimately threaten business on the giant Internet auction site.

“eBay harbors an active market for feedback, where users can buy a complement to artificially boost their feedback status,” Morgan explains. “Users enter this market to leverage their gains in reputation to get higher prices for other, presumably larger, transactions.”

Under eBay’s reputation system, buyers and sellers can submit feedback to each other at the conclusion of each transaction. The feedback consists of a positive, negative, or neutral rating and a brief description of the quality of the transaction. The transaction is bilateral, meaning that both buyers and sellers exchange feedback – and can thus increase their own feedback ratings – through a transaction.

Working with UC Berkeley Department of Agricultural and Resource Economics doctoral student Jennifer Brown, Morgan found that some buyers and sellers are exchanging feedback after completing transactions for low-priced or seemingly valueless items, whose sales appear to be designed only to artificially enhance users’ feedback ratings. Morgan, who holds the Gary & Sherron Kalbach Chair in Business Administration, and Brown outlined their results in a recent article titled “Reputation in Online Auctions: The Market for Trust” (*California Management Review*, Fall 2006).

Morgan and Brown found that 526 sellers posted 6,526 unique feedback

listings from June to December 2005. Seventy-six percent of the listings, or 5,127 items, resulted in a sale. A follow-up study found 398 feedback listings over 36 days in spring 2006.

Morgan and Brown noted that more than 80 percent of the listings studied in 2005 and nearly 88 percent of the 2006 listings had a Buy-It-Now option and a price of one penny. With the Buy-It-Now option, a seller sets a fixed price and no bidding auction occurs for a sale. A Buy-It-Now sale for a penny automatically results in the seller losing 29 cents because eBay charges a 25-cent listing fee and 5 cents for the Buy-It-Now option.

“Such a listing makes no economic sense unless the seller is trying to increase his feedback rating,” Morgan says.

Morgan and Brown tested the feedback market by buying a one-cent “Positive Feedback Ebook” from three different sellers in the U.S., UK, and Australia. They received a three-page file entitled “100 Feed Back in Only 7 Days,” which advised buying 100 different items on eBay that cost almost nothing in order to “get your feedback score up to 100 in just a few days.”

Why would eBay users buy and sell feedback? Several studies have found that positive feedback results in a higher selling price.

In fact, Morgan and Brown found one particular seller, whom they dubbed the landseller, accumulated hundreds of feedback points in June 2005 by posting 304 offers for feedback enhancement on eBay, ultimately incurring a net loss of \$87.64 because most sales were Buy-It-Now listings for only a penny. After his feedback rating reached 598, the landseller went on to try to sell several parcels of undeveloped land in the southern U.S. on eBay. Opening bids ranged from \$2,200 to \$6,000, although the landseller said the properties could be worth up to \$12,000.

“After receiving 100 percent positive feedback before entering the real estate

market, the landseller mysteriously received no positive feedback in any of the land transactions,” Morgan says.

Morgan, who has studied online marketplaces for 11 years, notes that eBay is banking on big-ticket transactions, including real estate and cars sales, to drive U.S. growth. “One wonders whether eBay will ultimately be the victim of its own success in making reputation valuable as users take advantage of the system and ultimately kill the golden goose,” he says.

## Negative on Network Neutrality

Profs. Katz and Hermalin uncover subtleties in the divisive Internet access debate

With Congress now controlled by Democrats, advocates of several initiatives collectively known under the “network neutrality” banner are gearing up to lobby their cause before a more net-friendly audience of lawmakers.

But network neutrality, which calls for content providers to have equal and free access to the wires that bring the Internet to customers, could have some unintended, harmful consequences, say Haas School Professors Michael Katz and Benjamin Hermalin.

“There are benefits of variety and these network neutrality regulations would just get rid of them,” says Katz, who holds the Sarin Chair in Strategy and Leadership at the Haas School. “The issues are far more subtle than people in the debate appreciate.”

The acrimonious net neutrality debate centers on two issues: The first is whether providers of “last mile” Internet access services – typically phone or cable companies – should be allowed to charge Web site operators



such as Google or Yahoo! a fee for faster delivery of their content. The second is whether those “last mile” companies should be allowed to charge consumers for different grades of service, similar to how cable companies offer different programming packages or how software companies sell standard and professional versions of their product.

Some network neutrality proponents have suggested legislation is necessary to prevent creating a tiered Internet for the haves and have-nots, but Katz and Hermalin disagree.

In a recent working paper titled “The Economics of Product-Line Restrictions with an Application to the Net Neutrality Debate,” they show that under a single-tier system, a firm would be likely to choose to sell a product that is too expensive for a low-end customer and of lower quality than some high-end customers would otherwise have purchased if they could choose from several products.

“The notion that everyone gets the best possible product is just wrong,” Katz says.

In their paper, Katz and Hermalin created a formal economic model to study the effects of restricting product lines. One surprising finding was that their model showed consumers who would otherwise have consumed a low-quality variant are priced out of the market when firms are limited to offering only one product.

“The irony is that product-line restrictions tend to harm the people at the bottom,” Katz says. “In fact, we find

they almost always harm the people at the bottom of the market.”

That’s because a firm restricted to offering only a single product makes the most money by targeting middle or high-end customers and pricing the product so that low-end customers get thrown out of the market entirely, explains Katz. But if you allow a firm to offer a range of products, they are more likely to tailor some to the high-, middle and low-end consumers, he adds.

Katz and Hermalin also find that a single-level of service leads consumers in the “middle” market to consume a higher quality product than they would have consumed if a firm offered multiple products. And consumers at the top of the market consume a lower quality product than they would have consumed if a firm offered multiple products.

In a model with only two firms, such as a local telephone company and a cable company in the network neutrality debate, a new dynamic comes into play, Katz and Hermalin found. Their model showed that restricting the number of products that two firms can offer may lead the firms to choose non-overlapping products where they would have otherwise engaged in head-to-head competition across all product variants.

“The resulting loss of competition can harm consumers,” Hermalin and Katz concluded. “The conclusion we draw is that generally, these network neutrality restrictions are harmful to efficiency overall,” Katz says.



## Igniting the Creative Spark

Prof. Barry Staw finds individualistic culture promotes innovation



Managers need look no farther than Hollywood to understand how to cultivate a more creative workforce, according to Haas

School Professor Barry Staw.

“Most of the freshest ideas come from new blood,” he says. “Without new blood, you’d be seeing a lot more sequels.”

Unfortunately, organizations tend to hire people who fit their culture, when they should instead seek “new blood,” or individuals who are different, says Staw, chairman of the Haas Organizational Behavior and Industrial Relations Group and the Lorraine Tyson Mitchell Professor in Leadership and Communication.

Staw has been studying creativity for 15 years, examining everything from charismatic leadership to how worker mood affects creativity. In his latest work, Staw investigated what type of organization is most conducive to creating innovative ideas. He hypothesized individualistic firms that focus on individual employee achievement and uniqueness are better at firing up worker creativity than are collectivistic companies that emphasize more team-based culture and corporate-wide goals.

To test the effects of individualism and collectivism on creativity, Staw and co-author Jack Goncalo of Cornell University conducted a brainstorming experiment with teams of undergraduate students. In the experiment, half of the teams were conditioned to take a collectivistic mindset, while the other

half were conditioned with a more individualistic mindset. Then each group was instructed to be either creative or practical as they generated ideas about how to solve a problem. In the final phase, each group had to select the idea that they believed was either the most creative or practical.

By every measure, individualistic groups proved more creative than collectivistic groups. The individualistic groups generated more ideas, including more ideas that departed from the existing solution, and they generated more ideas that were considered novel.

In fact, even when the collectivistic teams were instructed to be creative, they generated fewer, less creative ideas than groups that were more focused on independent viewpoints. Staw and Goncalo outlined their findings in an article titled “Individualism-Collectivism and Group Creativity” (*Organizational Behavior and Human Decision Processes*, May 2006).

From their experimental results, Staw and Goncalo argue that the advantages of an individualistic culture may be especially important when innovation is an explicit goal. Because an individualistic culture is one that values uniqueness and encourages people to be independent from the group, a strong corporate culture can be detrimental to innovation. When everyone has to get on board and be relatively alike, there may be a serious loss of creativity.

“Diversity of ideas and perspectives is crucial for innovation,” Staw says. “And nurturing individualistic perspectives may be better than having a single corporate-wide direction when it comes to innovation.”

## Trusting Strangers

Prof. Teck Ho finds trust among strangers gains when stakes grow higher

Hoping to show his children a piece of Chinese history, Professor Teck Ho’s interest in trust took a personal turn recently when he bought a 120-year-old pipe on the Internet from a seller in China.

Ho notes that he had to trust a total stranger across the world to send him the pipe after receiving his money. “It’s almost impossible for us not to trust in day-to-day life,” says Ho, the William Halford Jr. Family Professor of Marketing.

Intrigued by the role of trust in Internet marketplaces, Ho devised a two-player, four-stage laboratory game to test several features of trust among strangers. Among his questions: Do social gains affect trust? Does stake size affect trust? And are there cultural differences of trust?

In the US and Singapore, Ho and colleague Keith Weigelt, a professor at Wharton, could afford to hold only low-stakes games, paying players an average of \$10 to \$15 per hour of play. But thanks to currency exchange rates, they held higher-stakes games in China, awarding winners the equivalent of two months of wages earned by a blue-collar worker.

After 386 participants played the game, Ho and Weigelt did not uncover any cultural differences in trusting behavior. But they were surprised to find that players were actually more trusting of each other when the stakes were higher. Ho and Weigelt discuss their results in their article, “Trust Building Among Strangers” (*Management Science*, April 2005).

Ho expected the high-stakes Chinese players to be more tempted to take the money and run rather than trust each other and share their winnings. But that didn’t happen.

“The results were amazing,” says Ho. “In China, the players realized there was a lot more to be gained by trusting and then rewarded each other for their trustworthiness.”

## Cruising the Net for New Cars

Prof. Florian Zettelmeyer shows how the Internet helps some car buyers save money

Shopping for a new car can drive even the most relaxed consumer over the edge, but new research by Associate Professor Florian Zettelmeyer found that the Internet can bring some relief by boosting a buyer’s negotiating power.

Checking a car’s invoice price online and using an Internet car buying referral site can help consumers get a lower price at the dealership, Zettelmeyer found in a study of 1,436 car purchases. He outlined his findings in an article titled “How the Internet Lowers Prices: Evidence from Matched Survey and Automobile Transaction Data” (*Journal of Marketing Research*, May 2006).

Zettelmeyer, with co-authors Fiona Scott Morton of Yale University and Jorge Silva-Risso of UC Riverside, found that buyers paid about 1.5% less for a car when they checked the Internet for the invoice price and used an online car buying referral service. That equals about \$375 based on an average car price of \$25,000 and represents about 22% of dealers’ average gross profit margin per vehicle.

“For people who dislike the bargaining process, this is a huge deal because the information gives them the backbone to ask dealers for a larger discount,” Zettelmeyer says.

One surprising result, however, was that the Internet did not help consumers who actually like bargaining get a lower price at the dealership. Good bargainers, by definition, are able to negotiate well with little information, Zettelmeyer explains.

“The Internet is a great equalizer,” Zettelmeyer concludes, “because it differentially helps those people more who have so far been worse off in car buying.”

““The Internet is a great equalizer because it differentially helps those people more who have so far been worse off in car buying.””

— Associate Professor Florian Zettelmeyer

Zettelmeyer has also recently shown that buyers get a lower price when car manufacturers offer consumer rebates rather than dealer rebates. Those findings, outlined in the article “\$1000 Cash Back: The Pass-Through of Auto Manufacturer Promotions” (*American Economic Review*, September 2006), suggest consumers should check the Internet to find out about dealer rebates before buying a car.

“It turns out whether or not you are informed makes a huge difference in what you pay,” Zettelmeyer says.

Zettelmeyer and co-authors Silva-Risso and Haas School Adjunct Professor Meghan Busse found that 70% to 90% of customer rebates from car manufacturers trickle down as discounts to car buyers. But only 30% to 40% of dealer rebates from manufacturers are passed down to buyers by dealers. That difference equates to about \$500 for a typical promotion. Zettelmeyer believes it is caused by the fact that consumers often don’t know about dealer rebates.

Zettelmeyer’s findings also shed some light on a marketing debate over push and pull marketing. The push promotion occurs when a manufacturer gives a rebate to a dealer, prompting the dealer to “push” the product, while a pull promotion occurs when the manufacturer offers a rebate directly to the customer and the customer “pulls” the product from the dealer.

“If the objective is to lower the price because you want to sell more, then this study suggests that these pull promotions are more effective in the automotive industry than the push promotions,” Zettelmeyer says.

Zettelmeyer first began studying Internet car retailing more than six years ago because the heavily regulated automobile industry was one of the few fields whose market structure was not changed by the Internet. Consequently, he says, Internet auto retailing offered a clean way of measuring the effect of new information made available by the Internet.







2006 Business Leader of the Year

# The Quiet Revolutionary

CEO Paul Otellini, MBA 74, Sets a New Direction at Intel

By Diane Fraser

**T**hink of Paul S. Otellini, MBA 74, as a quiet revolutionary. In the two years since he was named president and CEO of Intel Corporation, Otellini has overhauled the semiconductor manufacturer, betting on an entirely new strategy and reshaping its corporate identity. And Otellini has, true to form, orchestrated his revolution by speaking softly while trumpeting big ideas.

clear that Paul's vision and strategy will position the Intel brand to remain synonymous with innovation for the foreseeable future."

And in branding, too, Otellini has reinvented Intel. He had Intel's logo redesigned without a lowered "e" and introduced a new slogan, "Leap ahead." The new branding is emblematic of the sea change in Intel's strategy.

A San Francisco native, Otellini arrived at Haas after earning his bachelor's degree in economics from the University of San Francisco in 1972. Among his sharpest memories of Haas are the daily commute across the Bay Bridge to class from his full-time job and the Digital Equipment Corporation PDP-10 computer he described as "a beast."

While he was a student at Haas, Otellini learned a quantitative approach to problem solving that he says helped him build a career in the technology industry. "You learn a very thorough, analytical methodology at Haas," he said. "We did not have many cases in those days. Instead, we relied heavily on a highly quantitative, data-driven approach to problem-solving. That has worked extremely well for me in the high-tech industry."

After graduation, Otellini's Berkeley MBA helped him secure his first position at Intel. "I graduated in a recession and my MBA was my initial foot in the door," he said.

From a start in finance, Otellini's career touched many of Intel's technology and marketing breakthroughs. He managed the firm's pivotal partnership with IBM in the 1980s and was general manager of the Microprocessor Products Group, leading to the introduction of the Pentium microprocessor. In 1993, while

he was executive vice president of the Sales and Marketing Group, *Financial World* named Intel the world's third most valuable brand, thanks in part to the innovative "Intel Inside" campaign, which is widely considered one of the most successful marketing campaigns ever. An innovative program for a chip manufacturer whose products constitute the building blocks of other products, the campaign is credited with making Intel one of the most recognizable brands in the world.

Otellini led the Intel Architecture Group from 1998 to 2002, when he was named chief operating officer and oversaw the launch of the Centrino mobile technology line. The Centrino processor featured integrated wireless capabilities, which saved consumers from buying separate wireless cards for their laptops. Its launch was a huge success for Intel and ultimately foreshadowed Otellini's revolution at Intel: In effect, he convinced the company to shift its focus from producing processors that were simply faster to manufacturing processors that had additional functionality such as wireless.

Three years later, in 2005, Otellini was made chief executive officer. He is the first chief executive at Intel without formal training as an engineer.

"I've stayed with Intel because I have never ceased to learn and to have new opportunities to grow," he told Haas students recently. "We went from being a start-up to being the largest semiconductor manufacturer in the world. It would be pretty hard to beat that in any other place."

According to members of Intel's senior leadership team, Otellini has keen strategic vision, a drive to execute, and the ability to inspire. "Paul believes in listening well. Whether he is in Intel's management committee with executives or in an open forum with employees, he can be seen taking seriously what he hears," explained Patty Murray, senior vice president and director, Human Resources. "A junior engineer will get as considered an opinion of the industry direction as a Wall Street analyst, and an unsolicited diagram from a junior employee describing how to approach a problem is just as likely to appear in

Paul's presentation to senior management as an expert's."

In Otellini's management philosophy, community and collaboration are what makes business tick. He appreciates the interpersonal skill-building capability stressed at Haas, "the way you build the teams, the way you solve cases by picking each other's brains and coming up with the best solution amongst a group of people. That, in my mind, is a perfect model to solve real-time business problems."

"Paul is one of the reasons I came to Intel," said Eric Kim, senior vice president and general manager of Intel's Digital Home group. "I liked his open, direct approach. Paul is a genuinely likeable, engaging guy. Instead of putting his energy into his image, Paul focuses on relationships and substance."

By his own admission, Otellini has grown as a manager and a leader since he started at Intel. "In the 1970s, there was a sort of Wild West, anything-goes approach to the workforce in the high-tech sector. That doesn't work with today's global workforce, where you are dealing with multiple cultures," he said. "At the end of the day, it's a characteristic of leadership to get people to follow. If you lead and they don't follow, you're not a leader."

"During his more than three decades with Intel and nearly two years as chief executive officer, Paul has more than simply shaped Intel's corporate strategy

— he has changed the way the semiconductor industry sees itself," says Eric Schmidt. "Paul epitomizes what it means to be a leader: he combines a bold and courageous vision for his company with a disciplined and results-oriented temperament that allows him to inspire effectively and lead by example."

Otellini writes his own blog and fields thousands of emails from employees around the world. A frequent participant in employee meetings, he doesn't shy away from open mike question-and-answer sessions. "When you encourage open communication, you have to be prepared to hear things from subordinates that you will not like, and that will make you uncomfortable," he said. "You hear a lot of things that make you swallow and think hard, but you also get a lot of good ideas."

Although Otellini is reinventing Intel, one aspect of his approach to life and business is unchanging: his integrity. "The ability to admit one is wrong and learn is critical," he said. A class Otellini took at Haas with Louis Lundberg, who had just retired as the chairman of the board of Bank of America, evoked vivid memories: "He demonstrated that ethics and integrity could be a part of a businessman's character."

Thirty-two years later, Otellini epitomizes integrity in his own character and career. "The measure of a man is not in what he says publicly but what he does privately. Paul lives by the maxim that there is never a wrong time to do the right thing," said Patty Murray. "Part of his ability to inspire is his candor; not only is it clear he is telling the truth, it is clear that truth matters."

Otellini conversing with John Thompson, chairman and CEO of Symantec Corp., at "CEO Exchange." The show was taped at Zellerbach Auditorium and will be broadcast later this year.





New Strategic Focus on  
'Leading Through Innovation'  
Fosters a Distinctive Identity for the  
Haas School and Its Graduates

# An Innovative Mindset

One of the first priorities for Steven Tadelis, the Haas School's new chief strategy officer, is to define succinctly the school's recently adopted strategic focus, "Leading Through Innovation." Tadelis, a new professor at Haas, in the economics group, knows he needs an elevator pitch – a short explanation of the slogan that clarifies its meaning and invites its support.

"Leading Through Innovation at Haas is a mindset together with an array of capabilities that enables our graduates to promote and foster an environment where innovation flourishes," he begins.

"We want to produce great leaders of innovation," he adds. "This means that we educate our students to ask the right questions – to always question how things could be made better. And we give them the analytical, organizational, and leadership tools to find the right answers."

Beyond defining Leading Through Innovation, Tadelis is also charged with giving shape and substance to the school's theme, which is the core of its new strategy. He is currently overseeing the development and introduction of new academic offerings to make the strategy come alive for Haas students.

Dean Tom Campbell appointed Tadelis to his new role in December to step in for Prof. Richard Lyons, who was acting dean while Campbell was California Finance Director and who was the architect of the strategy. Lyons took a leave last year from Haas to serve as the chief learning officer at Goldman Sachs in New York.

Lyons began developing the strategic plan in 2005. Lyons achieved a critical consensus among the faculty, staff, students, and alumni on the way forward and started implementing new initiatives to teach executive skills and develop a unique mindset among students. Campbell strongly endorses the new strategy, which he said "will increase the school's momentum by providing clear goals and a distinctive brand identity in a competitive marketplace."

Of the strategy development process, Lyons recalled: "We asked ourselves, what business is the Haas School in? And the answer is that we are in the business of developing leaders. While all top business schools have this mission, including

Haas, it is important that we differentiate ourselves and break free from the clutter."

Lyons and the team of faculty members and others who worked on the strategy looked to "the deep distinguishing assets that are UC Berkeley, that are Haas." He added: "We are located in an innovation ecosystem that is unequaled anywhere in the world – the San Francisco Bay Area with all the venture capital, Silicon Valley, biotech, and digital media that's growing around us. Innovation is a part of the ethos in our area, and you feel it everyday at Haas. So we came up with three words that captured this spirit and reflect our essence, our brand: Leading Through Innovation."

Both Tadelis and Lyons emphasize that the theme is not about technology, although they acknowledge that this is an important aspect of innovation and that Haas has long been recognized for its strengths in this area. "Leading Through Innovation is about thinking about innovation from a strategic and organizational perspective," said Lyons. "While we can't imbue our students with creativity or teach them to paint like Picasso, we can give them the skills that will allow them to build organizations where innovation flourishes. Getting an organization to behave differently is a profoundly innovative act."

The new strategy, which was approved unanimously by the Haas School faculty last April, also re-commits Haas to providing world-class management education, with an emphasis on a rigorous curriculum and business fundamentals, and increased exposure to a variety of experiential learning opportunities to instill students with unique skills. It also calls for expanding academic links to other schools and departments at UC Berkeley – a traditional Haas School strength and differentiator.

Implementation has been moving along rapidly since then. Tadelis is overseeing the effort to launch new learning opportunities that broaden a student's executive skill set and develop a Leading Through Innovation mindset. He and Adam Berman, BS 85, who is executive director of curriculum innovation, have created a series of innovative initiatives – some non-credit and experiential – aimed first at Berkeley MBA students.

Haas@Work is a successful new program that sent nearly 50 Berkeley MBA students to work with top executives at a local

We can't teach people to paint  
like Picasso, but we can give  
them the skills that will allow  
them to build organizations  
where innovation flourishes.

Richard Lyons,  
Architect of Leading through Innovation



Executive Associate Dean Richard Lyons (currently on leave) is the chief architect of the new strategy. Lyons built consensus on the strategy within the Haas School community and started implementing new initiatives to make it a reality.



Assistant Professor Pino Audia taught the first "Leadership" core course in the fall.



Evening MBA student Shama Pagarkar joins full-time MBA students David Echeopar (left) and John Bruno (right) on the Haas@Work team's company visit in December.



firm (this first engagement was with a large online travel agency in the Bay Area). Students researched a competitive challenge posed by the firm and developed potential innovative solutions during a one-day, on-site workshop. The best ideas were selected by the executives, and a core student team was then chosen to implement the strongest solution at the firm this spring. “Innovation is about fresh ideas being put to work, and Haas@Work is about applied innovation,” says Berman.

Meanwhile Tadelis has begun a major effort for a new required core course on innovation, ensuring that all MBA students are exposed to the concept while at Haas. The course would be taught as part of the core next spring. “We envision the course to be multi-disciplinary,” said Tadelis. “It will bring together all the tools students have learned in the core courses and apply these to the creation and fostering of innovation.”

The new “Leadership” core course launched last fall has been received as an enormous success. It provides an in-depth assessment of every first-year MBA student’s leadership skills, based on comprehensive evaluations from past managers and coworkers. When the Leadership course concludes, students have the option of joining a structured, peer coaching program that enables students to implement the “Leadership Action Plans” they created during the course. A ground-breaking, year-long program, Peers@Haas will enable MBA candidates to elevate their leadership capabilities by providing each of them the opportunity to achieve positive, measurable change to one key leadership behavior. In the coming year, participants will learn a set of tools and methods that have been successfully used by senior executives across the world to change their behavior. The result will be an overall improvement in the students’ leadership capacities, as judged by their supervisors, peers, subordinates, and other external stakeholders.

Marshall Goldsmith, an acclaimed author on the subject of effective leadership, was the keynote speaker at a six-hour workshop to launch the Peers@Haas program in January. The program attracted over 140 students from the school’s three MBA programs. “Peers@Haas is attempting to allow every student to reach his or her potential by doing something ground-breaking: changing behaviors that are obstacles to becoming effective leaders,” says Berman.

Other new non-credit programs include a series of executive seminars. The first seminar, “Harnessing Your Full Potential,” taught by Srikumar Rao, helps students manage ambiguity and uncertainty and gets them to focus on challenging the status quo in the pursuit of their dreams. Another seminar teaching the innovation process was introduced to MBA students in November of last year.

To Tadelis, the roll-out also includes identifying Haas courses and research that already fit the theme, but have not necessarily been recognized as such. He believes that one of the reasons the Leading Through Innovation strategy fits Haas so well is because the school has long been a leader in the area, and its culture of independent thinking and fresh ideas actively supports it.

Haas was one of the first business schools to pioneer cross-disciplinary study of product design via the elective Managing the New Product Development Process. This elective, which has been taught by Senior Lecturer Sara Beckman for more than a decade, was among similar offerings that prompted *Businessweek* to name Haas as one of the top design schools in the world in October 2006.

The school is also planning on producing a new series of innovation case studies to be used by other business schools, and may produce a scholarly book on the subject. The school’s management journal, *California Management Review*, will publish a special “innovation” issue this fall, featuring articles by Haas faculty members. Tadelis is also chairing a faculty implementation task force that is studying how the Leading Through Innovation mindset could further infuse faculty activities, and perhaps play a role in some hiring decisions.

Meanwhile, alumni will get the opportunity to hear first-hand about the Haas School strategy and plans at Alumni Reunion Weekend on April 28. Rich Lyons will speak on the subject, among others. Haas student groups have taken up the innovation theme at recent student-organized conferences, including the inaugural Health Care conference in February and the Women In Leadership conference in March.

“We can do things now we couldn’t do before,” said Dean Tom Campbell about the new direction. “It’s a whole new world at the Haas School of Business.”

One might even say it’s a whole new mindset.

# A New Strategic Plan for the Haas School of Business



Dean Tom Campbell says Leading Through Innovation will give Haas an edge over leading competitors.

Our supporters want to back a winner. They have asked the Haas School to present a plan for winning. This is our answer. This strategic plan is a transformation in the way we view ourselves, act amongst ourselves, talk about ourselves, and market ourselves. The payoff is stronger students, closer recruiters, happier faculty, and the reputation our school deserves.

We aspire to the highest level of business school quality. Our goal is to exploit areas where we are, or readily can be, the best in the world. We will build from the school’s deepest, most distinctive assets, which include: (1) U.C. Berkeley, with its unsurpassed scholarship, extraordinary location, and inter-connected departments; (2) the innovative atmosphere of the Bay Area and its diversity of ideas; and (3) the collaborative culture of our programs, which differentiates our students as engaged, authentic, and having confidence without attitude. Though ratings are not our goal, our strategy will put us solidly among the top five business schools within five years of achieving our funding target.

### Programmatic Initiatives

Our plan is built around three blocks: business strategy, brand strategy, and execution strategy.

**1 Business Strategy:** Leading Through Innovation. We will be the best in the world at innovation. At Haas, innovation is a mindset, an orientation, not a discipline or function. We define it broadly as people and organizations perpetually adapting and creating new processes, ideas, and products to create value. Our graduates are leaders who innovate. Our curriculum covers the strategic and organizational challenges relating to Innovation, as well as our strengths in Management of Technology and Entrepreneurship. For us, entrepreneurship is much more than start-ups: it is the recognition and seizing of opportunity wherever it arises, as relevant for GM and Ford as it is for Intel and Vodafone. A new Center for Innovation will serve as this initiative’s strategic hub.

• **Our Approach:** We will build additional bridges to the wider UC Berkeley campus. Our partnership with the College of Engineering, already deep in Management of Technology, will be extended to executive and undergraduate education. A substantial partnership with the School of Law will include joint initiatives and an essential, shared building. We will launch a suite of expert practice courses, taking our students beyond those at rival schools.

• **Our Ideas:** Targeted lines of cases (in innovation management, in entrepreneurship, among others) will be developed and taught at UC Berkeley and other top schools. Faculty writings will be compiled into a book: Haas on Innovation. We will continue to invest heavily in faculty who contribute in this area. We will introduce a student orientation workshop on creative thinking and organizations.

• **Our Culture:** Our business strategy will reinforce elements of our culture that businesses especially value. Our students are already known for being innovative and collaborative—excellent at working in team-based environments. They have established themselves as authentic and involved, accountable, and holding to the highest standards of integrity.

**2 Brand Strategy:** Our brand strategy has three tiers, designed to sharpen our positioning without over-specializing. The top level emphasizes our commitment to excellence in overall, or general management. The middle tier is the organizing theme, innovation, which is supported by our approach, our ideas, and our culture. A set of world-beating strengths will make up the sub-brands (e.g., the school’s successful Real Estate program). We will also reaffirm our positioning as a serious and rigorous school. This leverages nicely the faculty’s intellectual distinction. We will establish and enforce the highest expectations of student preparation for class.

### Our Three-Tiered Brand

#### 3 Execution Strategy:

• **Executive Education:** Increasingly focused on customization and partnering with firms, our Center for Executive Development (CED) will deepen our relationships with these firms. It also sharpens our faculty’s understanding of current and pressing business needs. This is an essential source of revenue for business schools, a kind of high-powered endowment. Though at a much smaller scale than at our rivals, CED has already proven to be an essential source of revenue at Haas. A new executive education facility will open a new era of opportunity.

• **Chief Strategy Officer:** A Chief Strategy Officer (CSO) from the faculty will ensure successful strategy execution. The CSO will mobilize all brand ambassadors (students, faculty, alumni), encoding our brand in everything we do. The CSO will play an important role on the faculty Hiring Committee.

### Conclusion

The opportunity for success has never been greater with recent changes in campus policies and approaches decided in the Haas School’s favor. Just as the school was transformed by previous capital campaigns—the acclaimed current building is a perfect example—Haas stands at another transformation point. What this means is that the school will be asking its alumni and friends to take ownership of Haas School’s future. In return, we commit to achieving identifiable goals that validate the value of their investment. With their support, we will enter a cycle of mutually reinforcing success and resource abundance.

Tom Campbell, *Dean*

Richard Lyons, *Executive Associate Dean (currently on leave)*

(This plan was approved unanimously by the Haas School faculty in April 2006.)



Students advising each other in Peers@Haas, a structured peer-coaching program designed to help participants become more effective leaders.



Associate Professor Steven Tadelis is the new chief strategy officer.



Incoming MBA students participated in an innovation session during Orientation Week.



# Your Haas Network



Paul Rice, MBA 96

**President and CEO  
TransFair USA  
Oakland, Calif.**

Paul Rice realized that his Fair Trade Certified label would succeed after coffee powerhouse Starbucks signed on in 2000. When Dunkin' Donuts followed three years later, he knew Fair Trade, once scoffed at by corporate skeptics, had hit the big time.

"This concept of great-tasting products that also make a difference in the world is something that works even with mainstream consumers," says Rice, MBA 96, who is CEO of TransFair USA, which certifies and promotes fair trade products, including coffee, tea, bananas, and chocolate.

Rice's work turning Fair Trade Certified into a ubiquitous stamp that distinguishes products sold in over 40,000 stores started in the mountains of Nicaragua, where he ran a coffee export co-operative. "Farmers were able to double and even triple their net incomes, feed their families and keep their kids in school, thanks to direct market access and business development at the community level," he says.

Rice reinvented the European fair trade model, working with farmers to develop high-quality organic products that appeal to increasingly demanding consumers. Today, about 70 percent of all Fair Trade Certified products are organic.

Rice, who appeared on the December 2006 cover of *Fast Company* as a three-time winner of the magazine's Social Capitalist award, views corporate America as an ally, not an enemy, in his quest to empower the poor.

Now Costco, Wal-Mart, and McDonald's sell fair trade products. TransFair has certified a whopping 150 million pounds of coffee in the past eight years. That has helped put over \$100 million of additional income in the pockets of underprivileged farmers in Latin America, Africa, and Asia. "What's cool is that we've made it so easy for ordinary Americans, with something as simple as a cup of coffee, to touch the lives of millions of families around the world," Rice says.

Renee Hardy, MBA 88

**Founder, Armstrong Joiner  
Alameda, Calif.**

When Renee Hardy, MBA 88, started her own executive search firm Armstrong Joiner in 1999, the timing was less than perfect. The dot-com bust in 2000 caused recruiting budgets to shrink, lay-offs rather than hires were the order of the day. Instead of closing down her business, Hardy invested in technology infrastructure that not only allows her to manage talent more efficiently but also gives her the mobility to work with clients across the US and worldwide. This innovative use of technology expanded her customer base and allowed her company to prosper in lean times.

"The investment in technology had positioned us to grow," says Hardy whose passions are improving peoples' lives and businesses' productivity. Working in executive recruiting is a perfect way to combine the two: "It allowed me to really make a difference in my clients' businesses and to help individuals along their career path."

Hardy's interest in the personal side of business is not new: She studied sociology at Cleveland State University before coming to Haas. Renee, whose business partner is her husband of 21 years, Michael Gaston, specializes in recruiting finance and accounting managers, strategic candidate sourcing as well as talent management consulting for clients like Verizon, Kaiser Permanente, and Wells Fargo.

Giving back to the community is a big part of Hardy's life. She donates time and profits to charities such as the Northern California Boys to Men Group Home which provides social services and support for at-risk young men between the ages of 13 and 18.

Finding new solutions to business problems during her MBA prepared Hardy well for her career: "I draw almost daily on the principles I learned at Berkeley about how to position, price, and promote my services."



Ronald Codd, BS 77

**Former CFO, PeopleSoft  
Professional Independent Director  
Alamo, Calif.**

Although Ronald Codd, BS 77, went into semiretirement in 2002 after leaving Momentum, a spin-off he ran for software maker PeopleSoft, he didn't stay out of the game for long.

In the post Sarbanes-Oxley era, Codd has reinvented himself as a serial board member who helps companies navigate new corporate governance challenges. Switching his CEO/CFO hat for that of "professional independent director," Codd can be found sitting on anywhere from four to six boards at a time. (For now, he counts Agile Software, Calypso Technology, Interwoven, and LANdesk Software as clients.) On these boards, he says, his independence is an asset.

"These board members can't be officers in the company previously or have certain affiliations with the company," he says. "They have to be true representatives of the shareholder."

Codd also lends extensive corporate governance and operating experience. He served as PeopleSoft's CFO from 1991 to 1998, taking the company public in 1992, his third successful IPO. Under his tenure, PeopleSoft grew from a \$15 million company with 70 employees to a \$1.3 billion company with more than 6,000 employees by 1998. In 1999, Codd left PeopleSoft to run Momentum, created solely for PeopleSoft's research and development. The spinoff idea hailed from several biotech companies that created separate entities and funded them to develop new products, he says. Momentum gave PeopleSoft an edge it required to rewrite its enterprise software and better compete against rivals SAP and Oracle (which bought PeopleSoft in 2004).

As a board member, Codd admits the days of pre-Enron "creative accounting" that enabled many companies to develop "special purpose entities" like Momentum are over. So are the days of the phantom board director who swooped in during the Internet boom to lend star power to a startup but did little else. He explains, "Now board members have to be engaged. They need to work."





# Your Haas Network

Vladimir R. Grave, BS 72

**Founder and CEO, Oritz Corporation  
Burlingame, Calif.**

Vladimir Grave, BS 72, can thank his Russian grandfather for his unique name and his Japanese grandmother for a culture that is both a treasure to him and is also the basis for his successful business ventures.

After graduating from UC Berkeley, Grave took a position working for a meat exporter in San Francisco. It was there he realized that he could draw on his knowledge of Japanese preferences to build a great business. In 1975 he founded Oritz Corporation in an apartment with just a typewriter and a telex. Today, Oritz has become one of the leading beef and chicken exporters to Japan with revenues of more than \$200 million annually.

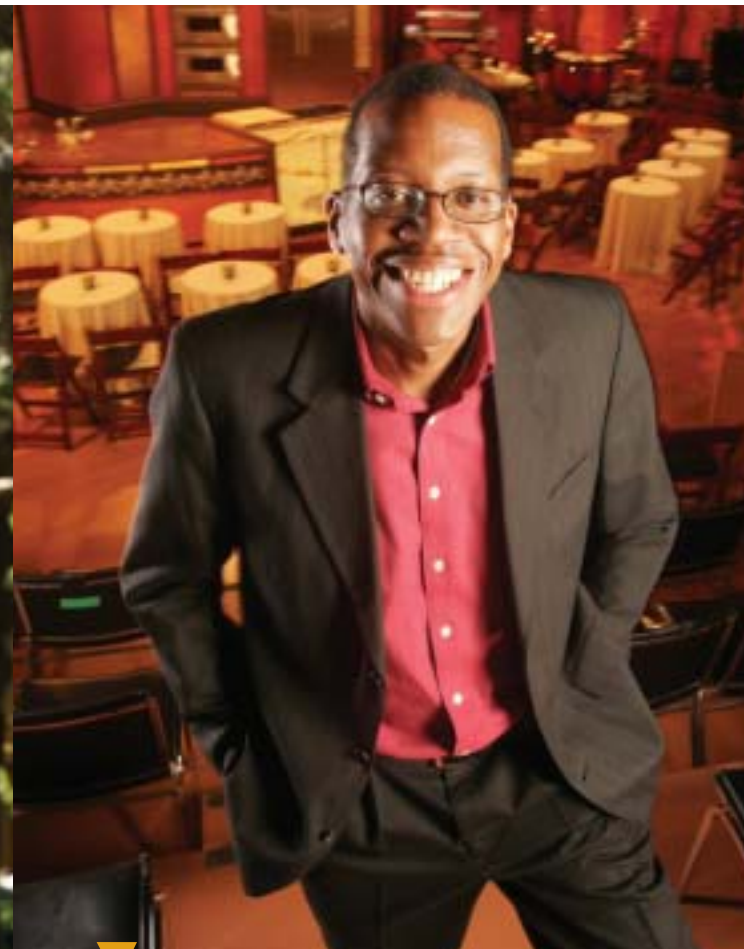
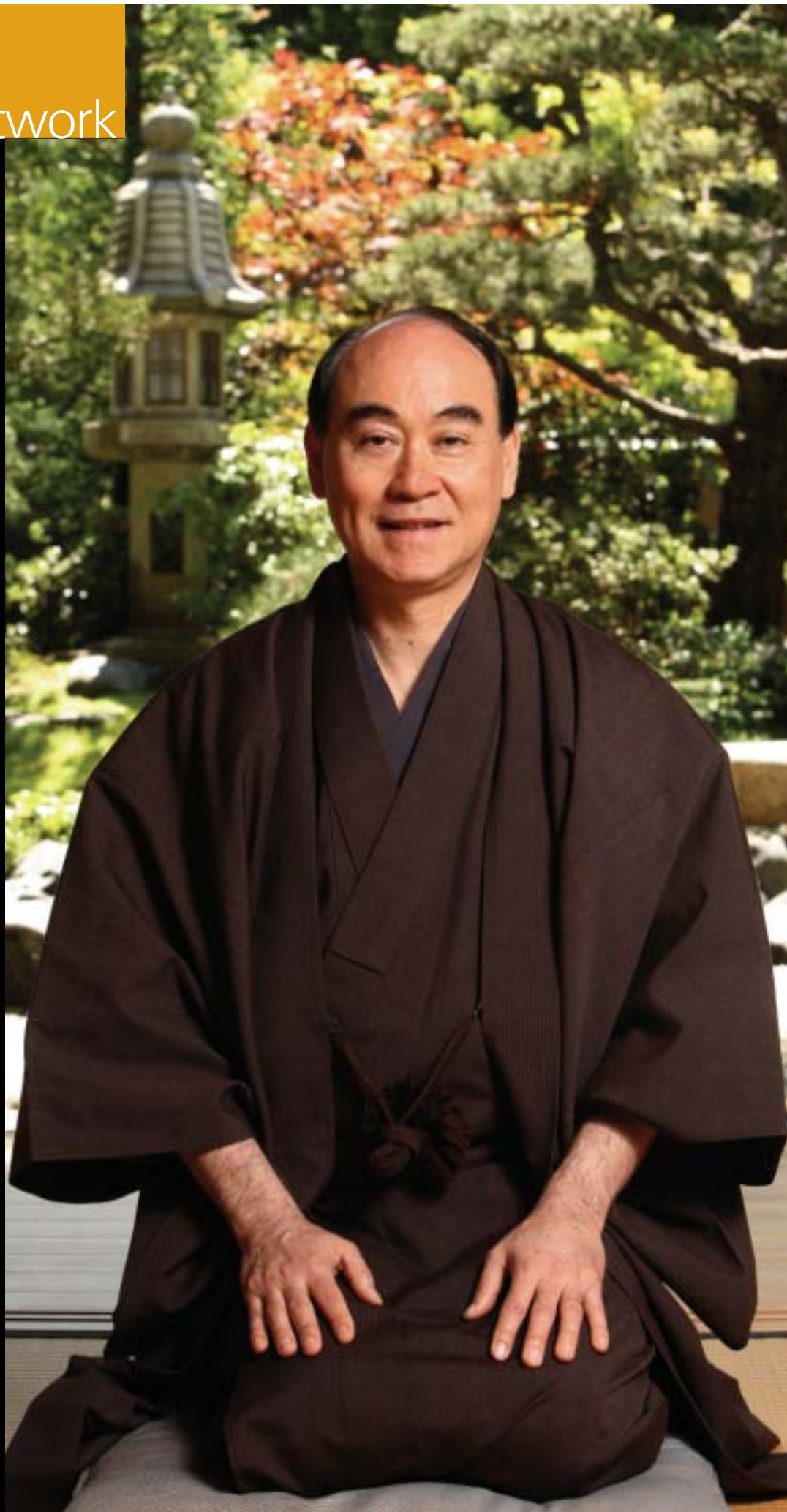
"Chicken is cut differently and cooked at a higher temperature in Japan," says Grave. "Japanese customers prefer smaller cuts, but no other poultry processor in the US was doing chicken Japanese style at the time, so it was a very innovative beginning for me. Taking advantage of lower poultry prices in the US and adding the specialized specification for Japan made Oritz one of the first chicken exporters to Japan."

His idea proved a success. Grave then added specialty cuts of beef and pork to the menu and later acquired a chocolate-covered macadamia nut manufacturer in Hawaii.

Grave has also opened three Japanese barbeque restaurants in the Bay Area, named Juban. At Juban, customers grill premium meats at their tables on grills Grave had imported from Japan.

"My company acts as a bridge over the two different cultures," Grave says. "I have always placed great importance on relationships with individual customers. If you always treat your clients in good faith, even after they switch companies, they may bring you another business and so you will broaden your network without starting from scratch."

Grave believes his time at Haas played an important part in his success. He says, "It gave me the confidence to know I could do anything if I really wanted to."



Michael Smith, MBA 86

**Senior Vice President of Marketing & Creative Services, Food Network  
New York, NY**

With its evening ratings falling like a cold soufflé, the Food Network needed a new strategy for retaining viewers after its popular daytime shows ended. The network turned to Michael Smith, MBA 86, senior vice president of marketing and creative services, to reignite interest in its evening programming and help boost its ratings.

Although the Food Network rose to prominence as one of the ten most-watched networks during the day on the popularity of its instructional cooking stars like Giada De Laurentiis and Paula Deen, it did not command a similar audience after sunset. To win over nighttime viewers, Smith, taking cues from Nickelodeon's Nick at Night strategy, coined a new name and tagline for the Food Network's after-dark broadcast. Calling it Food Network Nighttime: Way More than Cooking, he developed an aggressive marketing strategy that emphasized a move outside Emeril's kitchen.

The lineup Smith marketed was an ambitious departure from traditional food television. In Tasty Travels, chef Rachael Ray hit the road, sampling regional cuisine. And the network found its take on the America's Next Top Model theme in The Next Food Star, a race to find the next Food Network host. The show became a hit and brought new faces to the network, one of Smith's top priorities.

"Talent is our lifeblood," he says.

Smith also partnered Food Network with Hilton Hotels to create special weekend travel packages and worked with Applebee's restaurant to promote new menu items featuring chef Tyler Florence.

Looking ahead, Smith has positioned the Food Network as sponsor for the first ever New York City Wine and Food Festival launching this summer. In the fall, Smith will be marketing the network's first line of kitchen and cookware products.

Paul Merage, BS 66, MBA 68

**Former CEO and co-founder of Chef America  
Chairman, Falcon Investment Management  
Newport Beach, Calif.**

Paul Merage didn't set out to create a cultural icon, but he has. As the creator of the original Hot Pockets microwaveable stuffed sandwiches, he not only created a new category of food, but also created a cultural touch point.

Pursuing his dream of starting a company was a big step for Merage, who worked for a succession of major food companies after getting his MBA from UC Berkeley. "Frankly, I had no choice. I just had to do it or a question would have been hanging over my head for the rest of my life," he says. In 1977 he mortgaged his house and founded Chef America with his brother, David, who was fresh out of college.

The strategy for Chef America from the start was the focus on niche products — so they kicked the company off with Belgian waffles.

Then, in 1983 he read about women joining the workforce in record numbers and thought, "Why not develop a frozen food product that kids can prepare when Mom wasn't home?" Since Chef America did not have the resources to hire a food technologist to create this new product line, Merage did all of the Hot Pocket work at home, testing his creations on his family.

"During the day, my time was devoted to the waffle business," he says. "Evenings and nights I was formulating Hot Pockets in our kitchen at home. The kids, my wife, and whoever else happened to be there, they were the 'tasters.' That was a euphemism in our house for guinea pigs."

The motto for Chef America is "good enough is never good enough." For Merage this has meant striving for significant quality enhancements in their product lines every year and maintaining an exemplary workplace. "It was our belief that business conducted unethically is doomed to failure."

He sold Chef America to Nestle in 2002, and is now running several investment companies. He and his family have also created several charitable foundations. Merage endowed the UC Irvine business school in 2005, which now bears his name.





# Connected @ Haas

Top Executives Addressed the  
Haas School Community in 2006



1A



1B



2



3A



3B



4



6



5



7A



7B



7C



8



9



10

in the Full-time, Evening & Weekend, and Berkeley-Columbia Executive MBA programs at commencement. **7. GEORGE LUCAS, CHAIRMAN AND CEO OF LUCASFILM (7A), CAROL BROWNER, FORMER HEAD OF THE ENVIRONMENTAL PROTECTION AGENCY, (7B) AND CHRIS ANDERSON, EDITOR-IN-CHIEF OF WIRED MAGAZINE (7C)** came to campus as part of the Berkeley-Columbia MBA Speaker Series. **8. STEVE CROWE, MBA 70, CHIEF FINANCIAL OFFICER OF CHEVRON CORPORATION,** was invited by members of the student-run Berkeley Energy and Resources Collaborative to share his thoughts on the energy industry with Berkeley MBA students. **9. SID REEL, DIRECTOR OF CULTURE AND DIVERSITY FOR HEWLETT-PACKARD,** gave a keynote address at the second Haas Diversity in Business Conference.

Reel discussed HP's efforts to use the diversity within its organization. **10. DEAN TOM CAMPBELL** presented the Berkeley Award for Distinguished Contributions to Financial Reporting to **JOHN C. BOGLE, FOUNDER OF THE VANGUARD GROUP,** one of the two largest mutual fund organizations in the world. The award was presented at the 17th annual Conference on Financial Reporting. Bogle also delivered the luncheon keynote address, offering a look at earnings management and ethics in financial reporting. **11. MARCO BORRIES, SENIOR VICE PRESIDENT OF**

**YAHOO!'S CONNECTED LIFE,** gave a keynote address at the second annual ">play," the Berkeley Digital Media Conference. Borries directs Yahoo!'s broadband partnerships, digital home initiative, PC client experience, and its mobile products and strategy. This year's conference also featured the inaugural Yahoo! Digital Media Case Competition. **12.** The Haas School showcased two high-powered Silicon Valley CEOs, **PAUL OTELLINI, MBA 74, OF INTEL (12A-LEFT)** and **JOHN THOMPSON OF SYMANTEC (12B-RIGHT),** in conversation on November 30. The event, which took place at UC Berkeley's Zellerbach Hall, was recorded for *CEO Exchange*, a PBS television series moderated by CNN's Jeff Greenfield. They are pictured talking to students and members of the Haas community after the show.



12B



12A



11



# Alumni Notes

News from Haas Alumni

Submit your news online at  
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## Network is a Verb

In the few years since I graduated, I have come to rely on the Haas Alumni Network as an indispensable resource. Twice, in as many years, I have picked up and moved to completely new parts of the world – first to London, England, and now to Princeton, New Jersey. Despite having no previous contacts in either location, I set out boldly, knowing that I had the depth of the alumni network to help me land on my feet. I am able to tap into the network for valuable connections and new friendships regularly.

As I build and leverage the alumni network I have learned some valuable things.

First, the word “network” is better as a verb than a noun. It is an activity, not a contact list. We have earned our place in the alumni directory by virtue of our graduation but we truly create a network when we engage with each other. It takes deliberate effort to reach out, and to stay in touch.

Second, the real power of the network emerges when you think of it first as a way to help other people. I have been amazed at the number of times I have been able reach into my network and connect people together. In the words of Keith Ferazzi, in his wonderful book *Never Eat Alone*, “Real networking is about finding ways to make other people successful.”

Finally, I have learned that HAN is not only a network of people – it is also a network of ideas and action. We are all inextricably linked through our common bond to Haas. We rise and fall together. We share ideas, we start companies, we drive change, and we strive to make the world a better place. As we excel and move forward in our careers, we enable and share in each other’s success.

Take a fresh look at your network. Invest the energy to reach out to key people just to stay in touch. Stay connected to Haas and engage with the Haas Alumni Network in any way you can.

Sincerely,

Heather Hollick, MBA 04  
 HAN Alumni Council Member  
 HAN - New York Board Member  
 Former Evening & Weekend MBAA President  
[www.hhollick.com](http://www.hhollick.com)

[www.haas.berkeley.edu/alumni](http://www.haas.berkeley.edu/alumni)

## Undergraduate

### 1944

**Christine Gillis, BS**, writes, “I was a stockbroker, regional representative, for 43 years. I was also the vice president of both Dean Witter and EF Hutton. I was honored by the New York Stock Exchange as the founder of the very first and only professional group for women registered with the NYSE. The archives at the NYSE has the history. Now I am considered a ‘pioneer’ among women in earlier days (1960s). I was in Wall Street for four years and am now in my 45th year in the securities field. I have two daughters and four grandchildren. I also volunteer as a trustee on the Educational Foundation of the American Association of University Women as well as being the first woman on the Board of Governors.”

### 1945

**Robert Lippi, BS**, of Kaneohe, Hawaii, joined Naval R.O.T.C. and was commissioned in 1944 at 19. He was assigned to amphibious forces and saw action in the Philippines and Okinawa. Near the end of the war he was transferred to an LSMR (rocket ship) as executive officer and then promoted to commanding officer of the ship, which included 20 automatic rockets and a crew of 150 men and seven officers. Its mission was to land with the initial landing forces and furnish continuous fire from 2,000 yards to the beachhead. He writes, “I returned to civilian life and served Lone Star Construction as president and CEO of Lone Star

Hawaii. Upon retirement, I served the Catholic bishop of Hawaii as his financial officer and later regent of Chaminade University. I am married and have three daughters and six grandchildren.”

### 1947 | REUNION OCT 12-14

### 1950

**Paul Mc Knight, BS**, of Orinda, Calif., a vice president of Saylor & Hill Co., regional insurance brokers, is in a retirement transition after starting in the employee benefit insurance business in 1950. Saylor & Hill Co. has provided consulting and insurance brokerage services to the University of California as well as for other universities, cities, the state of California, and other employers. He is married to **Joan Kiessig, BA 1953**. His daughter, **Carol Mc Knight Warren, BS**, is married and has a son (15) and a daughter (12) and lives in Grosse Pointe Farms, Mich., with husband, Ben. Joan and Paul are supporters of the Bear Backers, particularly rugby, football, women’s golf and men’s golf teams.

### 1953

**Joseph Hootman, BS**, retired in February from ILOG, a French-American software company, after a long career in the computer industry. After graduating from Cal and military service, Joe entered computer hardware sales at Burroughs and then moved into computer services as a founder and CEO of Remote Computing Corp., a time-sharing services company.

Later he worked in information technology consulting with SRI International and Towers/Perrin and then computer software. He and his wife live in Windsor in the California wine country and are now enjoying a life of relative leisure gardening and wine tasting.

### 1955

**Roscoe Brooks, BS**, of Danville, Calif., has finally retired after spending much of his time after his corporate life assisting his wife in her employee benefits and human resources consulting business. They have traveled the last 15 years enjoying 18 foreign countries, including four Bear Treks trips. He writes, “We manage to play golf once a week and visit with our combined family of five children and six grandchildren in Oak Island, N.C., Aspen, Colo., and southern/northern California. Life is good!”

### 1957 | REUNION OCT 12-14

**Bob Hearther, BS**, of Pioneer, Calif., recently moved to the Gold Country with his wife, Jennifer. He writes, “I am enjoying retirement next to a nice golf course. Son Bill is a LCDR in the Navy and is relocating to Washington, D.C., to be the aide to the commandant of the Marine Corps. The other son, Michael, is the store manager for Home Depot in Rancho Cordova. Both sons were graduates of the US Naval Academy and were designated as naval aviators.”

### 1965

**Vijay Kumar, BS**, writes, “After working for larger Silicon Valley employers – IBM, BMC and Amdahl – I am now working for a startup, Internet Speech (<http://www.internetspeech.com>.) This is the most exciting and challenging opportunity of all the companies. Internet Speech’s Voice Internet netECHO service allows a user to access the Internet without the need for a computer by using any phone and user’s own voice. Voice commands are understood by the service, and Internet text is converted to speech and spoken by voice to the user’s phone. Coming in July, we will be adding audio streaming, which will enable the user to choose and listen to music over the phone. Shopping is also being added as an option. This service was originally intended for consumers, business and government. Surprisingly, blind and vision-impaired people have become a large market for this service. Both my son and daughter have left the dot-com industry for other endeavors. My son, Jay, is now a civil engineer for a company in San Juan Bautista and my daughter, Amba, has switched to a real estate career with Coldwell Banker. She also bought a four-plex and a five-plex in the Eureka area. Both my kids are accomplished swimmers. Amba participates in Olympic-level triathlons in the Santa Cruz area. This includes a 1500-meter swim in

the Pacific Ocean followed by a 50K bike ride and a 10K run. Jay was a water polo standout. He has swum from Alcatraz to San Francisco and from Angel Island to Tiburon (without a wetsuit). I am divorced but like to spend time with them whenever possible. I live in Mountain View. I am really excited by Cal football and see Cal games in Berkeley at least a couple of times each year.”

### 1967 | REUNION APRIL 27-29

**Gary L. Jackson, BS**, partnered with Peter Abraham in 1966 to form The Matrix Recording and bought the Matrix Nightclub in San Francisco. In 1967, they produced Grace Slick and The Great Society albums on Columbia Records. While Peter stayed at the nightclub, Jackson went to San Francisco State University, earning an MBA in accounting; Golden Gate University, earning an MBA in tax in 1975 and Lincoln University, where he graduated in 1971 with a JD. He received his CPA license in 1977. As a political activist in San Francisco, he was involved in numerous fund-raisers as a producer and treasurer working for McGovern For President, Sheriff Richard D. Hongisto in San Francisco and Save The Whales in California and Japan.

**John Lovewell, BS**, of Atherton, Calif., is still active as a commercial property developer in Silicon Valley and the greater Bay Area. His son, Jamie, was attending Tulane University in New Orleans when Katrina forced him to miss his last college semester there. Fortunately, Cal opened its doors to Jamie and over 30 other displaced Louisiana college students. Dad is grateful his son could experience the wonderful ambience of a fall semester at Berkeley, and complete his course work on schedule as a guest Golden Bear. Thank you, Cal!!



Richard Lyon, BS 67

**Richard Lyon, BS**, of Sacramento writes, “I am launching my new multimedia set, ‘Creating Your Recipe for a Happier, Longer Life in Retirement,’ a video DVD, audio CD, four-ounce pouch of chocolate sauce, and an annotated recipe for the sauce. As Coach Lyon, The Pre-Retirement Coach, I take a unique, entertaining look at the psychological and emotional challenges people face when transitioning from any long-term endeavor. This applies especially to retirement, which I refer to as ‘Honorable Un-Employment.’ I address only quality of life issues, leaving finances and benefits to others.” <http://www.RECIPEDVD.net> & <http://www.coachlyon.net>

**Rick Snow, BS**, of Livermore, Colo., former vice president, general counsel, and secretary of J.D. Edwards & Co., is serving as Executive-in-Residence for the College of Business at Colorado State University. His duties include lecturing in select undergraduate and graduate courses, assisting the career counseling program, helping faculty connect with industry representatives, mentoring students, and advising the dean and key college leaders on strategic planning. He also teaches business law and ethics in the college’s evening MBA and distance-learning programs, and he serves as a member of the Global Leadership Council, the dean’s advisory board for the

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# Alumni Notes

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College of Business. Snow, who has 33 years experience as a corporate legal executive in the high-technology industry, started the legal department at J.D. Edwards in 1990 and grew it to 45 people before retiring in 2004.

## 1968

**Jean Tardy-Vallernaude, BS**, writes, "Our private investment advisory firm moved its offices to Century City in April and adopted the name Gainsborough Capital LLC. Our focus is unchanged: absolute-return, global, open-architecture investment management for the very wealthy individual or family in search of performance and preservation of capital. Portfolios are managed by selected best-of-breed managers overseas, with a genuinely global outlook and a history of consistently superior returns and low volatility. We can be reached at 310.277.0803, and for more information please visit us at <http://www.gainsboroughcapital.com>".

## 1969

**Daniel Asera, BS**, Professor Daniel Asera, BS '69, president of the Class of 1969 and a Cal Alumni Scholar, is the founder and president of Cal Spirit of Las Vegas, the new Las Vegas alumni chapter of the California Alumni Association. After interviewing local high school students for Cal alumni scholarships a few years ago, he felt there was a need for such a group in an area home to 1,000 Cal alumni. The group's first gathering in December 2005 was held as host chapter to the Las Vegas Bowl Rally and Reception attended by many Cal alumni. In April 2006, the group

hosted a reception for the 32 Las Vegas high school students accepted to Cal for the coming fall semester and recently joined Stanford alumni in Las Vegas for a well-attended Big Game viewing event. Professor Asera teaches finance and accounting at UNLV. In the community, he is a member of the Regional Transportation Commission Citizens Advisory Committee and the Clark County Community Development Advisory Committee.

## 1971

**Steve Gillings, BS**, is CFO at I/O Magic Corp., a public company that distributes computer peripherals to retailers such as CompUSA, Circuit City, Office Depot, Staples, Target Stores, and Micro Center. He has been with the company since 1997 and has served as CFO since 2002.

**Cora Toy Woo, BS**, writes, "Even after all these years, I remain a loyal and enthusiastic Cal fan following the football and basketball seasons. Although I reside on the Peninsula and have worked for 15 years at Stanford University (following a career in retail), I remain committed to the Blue and Gold! My current position is in Faculty Foundation Relations in the Provost's Office. My husband, **Victor, MBA 1972**, recently retired from a long career at Levi Strauss. Our daughter graduated in June from Cal Poly Pomona, and our son is completing his senior year at UC Riverside. We had the occasion to travel as a family to Hong Kong last spring and had a wonderful experience. More travels are definitely in our plans. Best regards to those I've lost touch with over the years."

## 1972 | REUNION APRIL 27-29

**Glenn Carlson, BS**, of Las Vegas, Nev., writes, "I continue to fly as an international airline captain. My work takes me to Europe and Asia. Retirement is but four years away. My three books continue to sell and can be viewed at <http://www.watoshpublishing.com>. My son will soon graduate from college and I look forward to the pay raise. I wish I had a way of finding my classmates who lived in Ehrman Hall."

## 1974

**Conrad Hohener III, BS**, of Santa Ana is COO and general counsel for Celtic Leasing Corp. in Irvine, Calif. He writes, "I am particularly pleased to announce that my son Calvin has just finished his first semester at Cal. Debbie, my wife of 28 years, continues to teach ballet and my oldest son, Sandy, is a junior at the red school across the Bay, Stanford University, where he made first team all MPSF and second team All American as well as first team Academic All American in water polo."

**Gary Newton, BS**, see MBA 1976 notes.



David Allen, BS 77, with his family

## 1977 | REUNION APRIL 27-29

**David E. Allen, BS**, of Raleigh, N.C., writes, "Greetings from sunny North Carolina. It has been many years and many miles since my days at Cal. My education continued at UNC Chapel Hill; the family grew by five (including Maggi-May, the wonder dog); and my work changed from high-tech to nonprofit. While I miss my good



Glenn Carlson, BS 72

friends from Coopers & Lybrand, San Francisco (Hi John!), I have enjoyed my time here in NC. My kids grew up in the same house, learned to ride bikes in the street outside, later to drive cars on that street. Kid bragging section: My oldest is completing his freshman year at Appalachian State (2005 I-AA Champs!). Second is Katie, a basketball and crew standout at RCHS; leaving Joey and Elizabeth to slug it out in middle school. I would love to hear from other Cal alums here in NC; if nothing else, to compare notes on which Raleigh pubs show televised Cal sports events. Write me at [davall@ashastd.org](mailto:davall@ashastd.org). Roll on you Bears!"

## 1983

**Steve Peletz, BS**, see MBA 1999 notes.

**Andrew Shapiro, BS**, was featured in Infovest 21's *Strategy Focus* on activist investing and Lawndale Capital Management, the money management firm he founded and has led for the past 14 years. The article highlights Andrew's activist strategy and recent successes. The stock market's recent focus on corporate governance matters has kept Andrew, a specialist in the area, busy traveling the country speaking on governance reforms and his unique activist investing style. Andrew and his firm are based in Mill Valley, where he is also active in coaching his children's sporting teams and helping out in their classrooms. [lawndale@compuserve.com](mailto:lawndale@compuserve.com)

## 1985



Dave Rochlin, BS 85

**Dave Rochlin, BS**, of Moraga, Calif., authored *Hunter or Hunted?: Technology, Innovation, and Competitive Strategy*, a

guidebook for managers published by Thomson/Texere. The book is based on Dave's experience as a consultant and executive in the technology industry, as well as the executive MBA technology strategy course he developed and teaches at St. Mary's College of California. It blends contemporary and classical academic research, a historical perspective, and the current best practices from industry. It also features contributions from a number of technology thought leaders, including Michael Schrage, Randy Komisar, Lise Buyer, and Annabelle Gawer. The book made a brief debut in the Amazon 'top 1,000' and has gotten some excellent early reviews. It is under review by over 400 technology/innovation MBA and engineering professors for use in their graduate courses. <http://www.HunterOrHunted.com>.

## 1988

**Alan Seigrist, BS**, see MBA 1996 notes.

## 1990

**A.T. Kippes, BS**, of San Francisco writes, "In addition to practicing law and teaching various legal courses, including animal law, I am now also an adjunct faculty member teaching business ethics in the MBA program at the Bay Area campus of Argosy University. I am also on the board of Hopalong Animal Rescue, a Bay Area nonprofit animal rescue group. <http://www.hopalong.org>."

**Mariza Verdugo, BS**, of Chino Hills, Calif., writes, "Since graduating from Cal, I have been married for the last 12 years and have been very busy raising three boys (8, 5, and 2). I am self-employed with two franchise businesses, Curves in Brea, Calif. and Facelogic in Chino, Calif. Curves is a 30-minute exercise facility designed for women, and Facelogic is an affordable day spa where we focus on services on the face (facials, waxing, and cosmetics). I enjoy what I do and I thank the Haas School of Business for the tools in helping me run my own business."

## 1992 | REUNION APRIL 27-29

**Kristin (Victorine) O'Leary, BS**, of Los Gatos, Calif., writes, "My husband, Rich, and I are very excited to announce that we have a baby girl on the way. She will arrive in February of 2007. This past year I earned my Personal Financial Specialist (PFS) CPA designation, and am now working from home as a personal financial planner. I'm really enjoying having a flexible schedule and running my own small business. Rich (Cal Genetics major, class of 1988) continues to be very busy serving as an anesthesiologist at several local hospitals and surgery centers. He also performs volunteer medical work through UCSD in Mexico. I can be reached at: kristin.oleary@comcast.net."



Joe Silvestri, BS 92

**Joe Silvestri, BS**, writes, "Since late 2006, I've been Director of Account Services at Duncan/Channon, an advertising and design agency

based in San Rafael, Calif. We offer a full range of strategic, creative, account, and media services. Our current client list

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# Alumni Notes

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includes Birkenstock USA, Hard Rock International, Clos du Bois wine, SEGA of America, and Working Assets. In July 2006, I moved back to my hometown, Novato with my wife, Jill, and 3-year-old son, Sam."

**Peter Yu, BS**, of Foster City, Calif., writes, "After leaving the Bay Area for another MBA program many moons ago, I'm happy to be back and working for Oracle as director of business strategy and planning since January 2006. The journey has been exhilarating, including stints in APAC with Bain and a turnaround at Gateway. In August, my wife Lily Chiu and I welcomed Patrick Qi Yu and are looking forward to October's 15-year reunion. Go Bears!"

## 1993

**Peter Farago, BS**, of Castro Valley, Calif., worked in consumer packaged goods for seven years and then graduated from Wharton with an MBA in 2003. He worked for Electronic Arts in product management and in 2004 went to Digital Chocolate, a

mobile game maker. He was married in 2000 to Jennifer. Daughter Zoe was born in 2003. He writes, "Nesting nicely in fixer-upper, with much remodeling!"

## 1994

**Milton Lai, BS**, of Irvine, Calif., writes, "Any alumni who have banking and borrowing needs for personal or business purposes, can give me a call."

## 1995

**Wansun Song, BS**, of Los Angeles writes, "We're having a ball raising our two girls, Audrey and Charlotte, (ages 5 and 2). I'm continuing to practice law at Pillsbury Winthrop Shaw Pittman LLP and working on various finance transactions including bank finance, project finance and securitizations. We miss Berkeley a lot."

## 1997 | REUNION APRIL 27-29

**David T. Martin, BS**, writes, "I've been married for five years to Jennifer Leclerc, whom I met while working at Monitor in Los Angeles. We have two children,

Clara (5) and Rosalie (1). I earned an MBA at an unnamed MBA program in Fontainebleau, France – it was a great time – and am now working in Boston at Fidelity Investments, where I am an internal management consultant. Haas was a truly great experience and some of my best friends are friends that I made from that time. Go bears!"

**Sam Willard, BS**, writes, "I just celebrated the third anniversary of my photography business, which followed several years in IT consulting and management. I have found entrepreneurship and following my creative passion to be more rewarding than I ever imagined. I encourage all my fellow Haas alumni to follow their passion. My studio is in Emeryville, and I encourage old friends to stop by and say hello. Samples of my work and contact information are on my Web site at <http://www.samwillardphoto.com>."

## 2001

**Donny Chia, BS**, writes, "I graduated from Harvard Law School in June and joined Morgan Stanley as an investment banking associate in New York. Special congrats and thanks to fellows Haas '01 **Sophia Yen** and **Helen Lok** for successfully enduring three years of law school in Boston with me. If anyone is ever in New York, please look me up, [dchia888@alum.berkeley.edu](mailto:dchia888@alum.berkeley.edu). Go Bears!"

## 2003

**Shannon Gallagher-Bolton, BS**, of Los Angeles, graduated with honors from Pepperdine University School of Law in May. After taking the bar in July, she will be 'bar tripping' to Europe and the Bahamas. She will then begin her career in Century City as an associate in the corporate department of Kaye Scholer.

## 2004

After 20 adventurous months in Mexico City, **Allen Chang, BS**, has relocated to Shanghai, China, continuing his career as an International Manager for HSBC.



Allan Chang, BS 04, adventuring in Mexico

## MBA

## 1948

**Peter Firmin, MBA**, professor and dean emeritus, University of Denver, has retired from his most recent (and last) position as director of development, School of Accountancy, University of Denver. His first post-retirement trip in early April was to Bhutan. He lives in Littleton, Colo.

## 1965

**Robert Curley, MBA**, writes, "I recently sold Home Innovations, a long-term Seattle distributor of cabinets and appliances to single-family builders. This was the last of several companies I have owned and managed in the Seattle community. Currently I am involved in ownership of several commercial real estate properties and on working boards of three nonprofit organizations in the Puget Sound area. My wife, Jann, and I have four kids and four grandkids, who add a new dimension to our lives."

## 1967

**Jack Longinotti, MBA**, joined Voxify Inc. in Alameda, Calif. last October as CFO. He has specialized as CFO of venture-backed, tech companies since the early 1990s. He writes, "Raising capital and financial reporting for early-stage companies has changed dramatically over that interval. Professor Vatter would be amazed at the changes."

## 1968

**Stephen Monson, MBA**, was one of three prosecutors selected to receive the 2005 "Outstanding Career Advocacy Award." The award, given by the County Prosecutors' Association, acknowledges the almost 30 years Stephen has served in New Jersey state government. He started in 1977 in State Police's Legal Affairs Bureau and continues today in DCJ's Prosecutors Supervision and Coordination Bureau. For more than a decade, Stephen has devoted much of his time to the implementation of the Alcotest 7110 MK III, an instrument that brings breath testing into the 21st century. In 1999, it was approved by then-Attorney General Peter Verniero. The device, which replaced the Breathalyzer, uses infrared light and electrochemical cell technology to determine the presence of ethanol in a breath sample. Stephen lost his wife of 41 years in early November. While Lynne was not able to be at the ceremony where Stephen received his award, she was included via telephone so she heard every word of it. He says not a day goes by that he doesn't think about her and miss her. Together, they raised two sons, Michael and David. Stephen credits Lynne with encouraging him to pursue his legal career.

## 1969

**Michael Murray, MBA**, of Orinda, Calif., writes, "I'm president and founder of a successful Bay Area firm, Workplace Conflict Solutions, which provides organizational leaders and HR management with executive coaching, management training, and mediation services in the specialist area of workplace conflict management and collaboration." For more information, visit WCS at <http://www.ManagesConflict.com> or e-mail him at [mm@ManagesConflict.com](mailto:mm@ManagesConflict.com).

## 1970

**William Halal, MBA**, see Ph.D. 1971 notes.

## 1971

**Bruce Chemel, MBA**, "I retired from American Airlines in 2001 after a 28-year career during which I held a variety of jobs culminating in president, AAdvantage Marketing Programs. I am dividing my time between Dallas and Santa Fe and am involved in nonprofit activities in both cities as well as some occasional consulting."

After 25 years doing international consulting based in Ashland, Ore., **Steve Fabricant, MBA**, followed his physician wife Keiko, to the lovely island of Okinawa where she works in public health. A health economist (Ph.D. from the University of London in 1992), Steve still consults for the World Health Organization, Asian Development Bank, and The World Bank, but spends most of his time with 5-year old Lia, keeping a family of five well-nourished, and keeping a lush tropical garden in check.



Steve Fabricant, MBA 71

Cooling Springs, the historic farm of **Pete Michael, MBA**, has been named to several national and state historic registers. The farm was settled in 1768 by Andrew Michael, son of the first European explorer of Frederick County, Md., where Cooling Springs is located. The farm was operated as an Underground Railroad safe-house by Pete's great-great-grandparents and their children. Pete and his wife, Vicki, are the seventh generation of the family at Cooling Springs and have opened the farm to the public for tours and study of the Underground Railroad. Haas alumni are especially welcome. Visit [CoolingSprings.org](http://CoolingSprings.org) for more. Pete continues his long-time role as president of Michael Strategic Analysis.

**Max Oliva, MBA**, visited Haas this fall while he was on sabbatical. Max is a Jesuit priest and teaches spirituality in the workplace. Currently, he is living in Canada. His work combines spirituality and business. He publishes a newsletter, "Spirituality and Ethics." [frmoxolivasj@yahoo.com](mailto:frmoxolivasj@yahoo.com).

## 1972

**William Sherman, MBA**, writes, "After graduating from Cal business and Boalt Hall in 1972 with what I have been told was the first combined JD/MBA degree (where both degrees are pursued simultaneously and conferred at the same time) at the Berkeley business and law school, I began law practice with then-Pillsbury Madison & Sutro. I moved to Morrison & Foerster in 1987, where I have been ever since. The MBA degree, not at all common for law graduates in those days, gave me a substantial leg up on other young lawyers because I understood financial statements and the principles of corporate finance. The MBA degree also gave me credibility with clients who were always looking for a business-savvy lawyer. I have been involved as

company or underwriter's counsel in almost 250 public offerings over my career ranging from Intel to Oracle to Siebel to Netscape to Dreyer's Grand Ice Cream. I have also been a lecturer once or twice a year since the 1970s in the entrepreneurship curriculum (focusing on the going public process) in the Haas MBA program."

## 1976

**Gary Newton, MBA**, writes, "I completed a 27-year career in finance with Beckman Coulter in 2005 and am enjoying retirement with my wife, Mary, in Newport Beach. After working in public accounting in San Francisco, I started with the company at its Berkeley facility but eventually moved to Orange County where the company is headquartered."



Gary Newton, BS 74, MBA 76, on vacation in Malta

## 1977

**Gordon Gregory, MBA**, is chairman and managing director of the middle-market investment banking firm Mosaic Capital LLC and its NASD broker dealer affiliate Mosaic Capital Securities LLC. The firm recently expanded to six managing directors. Gordon serves as the firm's liaison to and has joined the worldwide board of directors of International MBA Partners - IMAP (<http://www.imap.com>), whose partners are located in 35 countries and have completed 1400 middle market transactions since 2000. In addition, Gordon is co-founder and managing director of Professionals Network Group Inc. (<http://www.provisors>).

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# Alumni Notes

Save the Date  
Haas Reunion Weekend April 27-29, 2007  
MBA Classes of 1982, 1987, 1992, 1997, and 2002

com), a mutual benefit professional resourcing organization, which recently opened its 39th chapter in California and has over 1000 members. 2006 marks the 30th anniversary of two great influences for Gordon – meeting his wife Gayle at Cal, and taking Professor Helzel’s course in entrepreneurship – both positive to this day.

1979

**Thomas Brown, MBA**, is CEO of Power Decisions Group, www.powerdecisions.com, a marketing consulting and market research company based in the San Francisco Bay Area.



Grant Ricketts, MBA 79

**Grant Ricketts, MBA**, writes, “I continue to enjoy my professional life with Saba, a company that I helped found in 1997. Saba is a leading provider of human capital management systems for larger enterprises and is based in Redwood Shores, Calif. It’s been a fun and interesting experience with many ups and only a few downs during these economic times. I occasionally get to drop by the Entrepreneurship Forum as well, so I am getting to know the new Haas campus. And, my wife, Anne, and I get out on various travel adventures from time to time. Wishing you all well.”

1980

**Deborah Miller, MBA**, is a partner at the law firm GCA Law Partners LLP in Mountain View, Calif. Deborah is a trans-

actional attorney specializing in sales, licensing, and marketing agreements and preventive law counseling in areas including channel strategy, price discrimination, advertising and promotional allowances, and e-commerce. She served on the firm’s management committee in 2004 and 2005. Prior to joining GCA in 2000, she was with 3Com Corporation in Santa Clara for 11 years, most recently as associate general counsel for American sales, service, and marketing, and leader of a practice group of seven attorneys. Daughter Sarah Miller Barnes graduated from Boalt Hall School of Law in 2004, and is a patients’ rights attorney working for the Mental Health Advocacy Project of the Law Foundation of Silicon Valley. Son Eric Miller Barnes is in his second and final year of the joint MBA and MS in agricultural and resource economics at UC Davis. Deborah and husband John Barnes celebrated their 30th anniversary in January 2007 and live in Saratoga, California.

1981

**Kevin McDermott, MBA**, of Westchester, Ill., writes, “As Mark Twain famously said, ‘Rumors of my death are greatly exaggerated.’ As some of you know, a recent edition of CalBusiness reported that I had shrugged off this mortal coil and transitioned to the hereafter. Perhaps I don’t answer Cal’s requests for contributions with sufficient alacrity. In any event, I am still here, still married, and still very much enjoying life. Years ago I used to think I had to become

rich in order to do whatever I felt like doing, but I’ve discovered that this simply isn’t true. I work for myself (not a lot, but enough), I teach accounting part time, I play rock-and-roll with friends and occasionally even perform in public, I volunteer for lots of righteous causes, I host a public-access TV talk show discussing current events, and I generally do only things that interest me. But I’m definitely not wealthy, at least not in the monetary sense. My wife and I have simply learned how to live comfortable lives that allow us to set our own priorities. I highly recommend it.”

1982 | REUNION APRIL 27-29

**Beverly Dance, MBA**, of Oakland writes, “I continue to enjoy the independent human resources consulting I began in 2000. I was very close to Haas when I was engaged on the Berkeley campus for an organizational design and recruiting project with the Department of Engineering.”

After a 20-year career in product management in the software industry **Peter Nielsen, MBA**, partnered with Loretta Ferraro, a long-time Marin County REALTOR. They work as a team at the VM Group and provide residential and income property agency services to clients in Marin County. For more information, you can visit their web site at <http://www.MarinRealtyExperts.com>. Peter is also a member of the Marin HOG (Harley Owners Group) and enjoys the freedom of criss-crossing Marin on his Harley 1200cc Sportster.

1983

**Robert Feldman, MBA**, writes, “I relocated to Auburn in the Sierra foothills with my wife and two sons. I’m on my 15th year for Corona Consulting, my company that provides management consulting services to hospitals and physician groups.

It’s beautiful here with lots of bicycling and kayaking. I also volunteer for American Red Cross as a board member. Let me know if you’d like to sponsor a blood drive at your company.”

1985

**Peggy Bush, MBA**, is an attorney in the Bay Area representing elders who are abused. She mediates and arbitrates business issues, and directs an agency serving people living with HIV/AIDS and other life-threatening diseases. [peggybush@comcast.net](mailto:peggybush@comcast.net).

**Susan Hill, MBA**, serves as the director of development for The First Place Fund for Youth in Oakland. Its mission is to end homelessness and poverty among former foster youth. With two out of three foster youth facing homelessness when foster care ends, First Place provides affordable housing and employment/educational counseling.



Peter Nielsen, MBA 82, with his Harley

1986

**Nancy Friedman, MBA**, of Alameda, Calif., writes, “Since it is the year of our 20th anniversary, I thought it would be a good time to update my classmates on my activities. I married my husband, Jim DeSmidt, a year after graduating from Haas. We have two daughters, Becka (17) and Amy (14). I have just left my corporate job at Visa USA

as Vice president of Advertising after 6 years to launch Next Step Coaching and Consulting. My focus is on Executive Coaching and Leadership training and development. While I have been in the marketing arena ever since I graduated from Haas including stints at Dreyer’s Ice Cream, Levi Strauss and Company, Let’s Talk.com (with our classmate **Delly Tamer**) and now Visa, I felt ready to move into a direction where I could have more personal impact and help others increase their satisfaction and success at work and in their lives. If your organization has any need for coaching or leadership training services, please let me know, [Nancy.Friedman@hotmail.com](mailto:Nancy.Friedman@hotmail.com). I enjoyed catching up with our class at the reunion. Can’t believe it has been 20 years.”

**William Ledeen, MBA**, of Rancho Cordova, Calif., writes, “The MBA class of 1986 had a wonderful 20th reunion in late April at the Haas School. About 45 class members and spouses/significant others joined us for a stimulating and fascinating Faculty Alumni Colloquium at Haas, at our class dinner at the Pyramid Brewery in Berkeley on Saturday and at the San Francisco Giants game at AT&T Park on Sunday. It was great to see so many of the folks from our class, some of whom are still living in the Bay Area, others in southern California and still others from around the country. Farthest traveled honors go to **Will Alameida** (Honolulu,Hawaii), **Steve DePalma** (Michigan City, Ind.), **Satish Rishi** (Austin, Texas), **Karen Criddle** (Bellevue, Wash.), and **Bob Merrill** (Naperville, Ill.). Other attendees included: **Paul Caracciolo**, **Patty Chin**, **Mark Coopersmith**, **Karin DeGraffenreid**, **Megan Dwyer**, **Debra Eagle**, **Tom Enger**, **Nancy Friedman**, **Pete Halberstadt**, **Marc Jacobs**, **Cindy Kephart**, **Ed Kimak**, **Uday Kumar**,

**Eric Leenson**, **Robert Olson**, **Alberto Pujol**, **Brian Purcell**, **Jan Richards**, **Tonia Sabatini Rubin**, **Niles Searls**, **John Thornton**, and **Ed Wohlleb**. Warm e-mail wishes were also received from many other class members around the US who were unable to attend due to various scheduling conflicts. Special thanks to reunion committee members **Chris Silverstein**, **Kate Hart**, **Sandra Hopkins**, **Jim Lane**, **Antonio Gamez**, and **Bill Ledeen** for helping to organize the reunion and call folks to obtain e-mail addresses. We had a wonderful time together and look forward to seeing everybody at our 25th reunion!”

**Robert Merrill, MBA**, writes, “I am approaching the five-year anniversary of my appointment as president and CEO of CraftMaster Manufacturing Inc. (<http://www.cmicompany.com>), a manufacturer of interior doors and exterior composite trim for residential construction. We were a spinoff of Masonite Corporation and International Paper, where I had been the vice president of sales and marketing. Last year we acquired C&S Door Corporation in the first step of the forward integration of our door business. We sell around the world, and one of my highlights of 2005 was a visit to my new customer in Ukraine. My wife, Maureen, and I have lived in Naperville, Ill., for the past eight years. Our son, Matthew, is a freshman at University of Michigan and our daughter is a sophomore in high school. We have been to a few CaIllinois games with other Cal alumni exiled to the Midwest.”

1987 | REUNION APRIL 27-29

1988

**Keven F. Baxter, MBA**, recently founded a charity, Sports Gift Inc., which is dedicated to providing sports to underprivileged children all over the world.

## The Haas Network in the News



**James Hong, MBA 99**, co-founder of Hotornot.com, commented on the culture of envy between millionaires in Silicon Valley and on how he manages his success without feeling the need for an extravagant lifestyle in a *The New York Times* story on November 21.

*Businessweek* crowned **Aaron Sahagun, BS 06**, co-founder of Alumwire.com, one of the “Top 25 Entrepreneurs Under 25” in the magazine’s October 30 issue. Sahagun and his brother founded the social networking Web site to provide recent graduates with tools to transition from college life to professional careers.

**Eleni Tsakopoulos-Kounalakis, MBA 92**, was quoted in *The New York Times* on November 3 regarding her \$300,000 donation in support of the November election measure to allow the Sacramento Municipal Utility District to annex three cities and the unincorporated areas around them.

**Philip Inghelbrecht, MBA 00**, partner development manager for Google Video, was mentioned in the September 27 issue of *Red Herring* magazine for his involvement in the partnership between Cal and the Mountain View search giant to offer the university’s educational content via Google Video.

**Doug Donovan, MBA 04**, general manager of Echo Mountain Park, was interviewed in *The Denver Post* on November 11 about how he worked with snow-park owner Gerald Petitt to renovate, re-market and re-open the ski area to become more competitive in the recreational sports industry.

Revolution Foods Inc., founded by **Kristin Groos Richmond, MBA 06**, and **Kirsten Tobey, MBA 06**, was profiled in the *San Francisco Chronicle* on September 5 and in an August 28 *Oakland Tribune* article. The company recently closed a \$1 million investment from Whole Foods Inc. and JPMorgan Chase & Co.’s Bay Area Equity Fund.

**William Coleman, MBA 06**, an associate at Mohr Davidow Ventures, authored the September 5 article “Which Road Leads To Energy Independence?” for CNET about how the United States can utilize existing science and technology to kick its oil dependency.

**Julien Decot, MBA 06**, and **Steve Lee, MBA 06**, appeared in the August 12 issue of the *Economist* for their May 2006 study titled “eBay and Google: A Coopetition [sic] Perspective,” which analyzes the relationship between the search titan and the online auction pioneer.

Haas School student **Hector Ramos, BS 07**, was featured in The *San Francisco Chronicle* on June 10 talking about his family’s past hardship and applying to the Berkeley and SAGE Scholars, a university group for many of Cal’s lowest-income students.



# Alumni Notes

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## Chapter News

### San Francisco Chapter Wins Haas Alumni Network Chapter of the Year



**The Chapter of the year award was presented to the San Francisco Chapter for consistently delivering great programming to Haas School students and to alumni. From timely professional content presentations to monthly social activities, the chapter board has offered a variety of engaging events to alumni in the San Francisco Bay Area.**

**David Gimpelevich, MBA 98, currently heads the San Francisco Chapter. His immediate predecessor was Tanya Steinhoffer, MBA 99.**

#### Steve Peletz Wins Miles Service Award

**Steve Peletz, BS 83, MBA 99, was honored at the 2006 Haas Gala with the Raymond E. Miles Service award for his years of service to the Haas School.**

**Steve served on the San Francisco Chapter of the Haas Alumni Network from 2001 to 2003, managing numerous panels and events, including the Real Estate Forecast, a venture capital panel, and a wireless panel. He joined the Development Council in 2003 and has served as co-chair of the Class Giving Committee for the MBA class of 1999. Since 2005, Steve has served as co-chair for all Class Giving Committees.**

**The Miles Service Award was created in honor of former Dean Raymond E. Miles at the time of his retirement. During his tenure as dean, Miles was an exceptionally strong supporter of the alumni association. The award is presented each year to an alumnus who exemplifies superior volunteer leadership.**



He writes, "This has been a very rewarding venture and we are excited about the impact we are making to help children living in poverty enjoy the simple pleasures of childhood sports. We have provided over 25,000 items of sports equipment to kids all over the world including the United States, Mexico, Central America, Africa, Indonesia, and the Middle East. If you love sports and want to help underprivileged kids play sports, I encourage you to contact us at sportsgift@cox.net or visit our Web site at <http://www.sportsgift.org> to learn more."

#### 1989

**In Remembrance: Gary Craft, MBA,** passed away in San Francisco on Sept. 26, 2005, due to complications resulting from Acute Myelogenous Leukemia. He was 47. His remains were poured over the waters of the Pacific near the Golden Gate. He leaves behind a wife and two young children. Gary shall be deeply missed. May he rest in peace.



Nabil Romanos, MBA 89, with David Russell, MBA 89, and Rovern Bhansali, MBA 89

**Nabil Romanos, MBA,** writes, "Although I have been receiving Cal Business Magazine for many years now, it's always been with a few months delay until my mail forwards, as I have been splitting my time between Europe, Asia Pacific, and other international locations. I was until recently in charge of the worldwide radiotherapy business of Munich-based BrainLAB, dealing with hospitals, physicians, and official institutions

and governments. I am now vice president, sales for all BrainLAB's product lines (neurosurgery and orthopedics, in addition to radiotherapy) in the fast-growing international markets. Before 2001, I was at Varian Medical Systems in sales operations and business development.

I miss California and Berkeley, but the world is a big and fascinating place which I have been keen to explore for the past 16 years (over 125 countries so far), based out of Europe, South America, and Asia. There were spectacular trips on the Silk Road and Central Asia, Tibet, Indonesia, and Ethiopia with close friends and classmates **Roveen Bhansali** and **David Russell**. I went on other adventure trips with highlights in Africa, Patagonia, Siberia, Kamchatka, and most recently, Antarctica for 12 days of almost nonstop daylight.

Business and pleasure usually combine harmoniously, as health care environments are changing faster and the needs are greater in many parts of the world than in the US. There's also the added satisfaction of making a visible and significant impact on people's survival and well-being elsewhere in the world. (The impact is easier to measure in international markets than in the US, because of the size, wealth, and fragmentation of the American market.)"

#### 1992 | REUNION APRIL 27-29

**Richard L Jones, MBA,** of San Jose, Calif., writes, "I'm still at Intel in our mobile PC division. I recently saw **Manuel Ploch** during a trip to Tokyo. However, I am taking Nov-Dec off to bond with my new son Richard III. Dad, mom, and baby are fine. Anyone in the bay area, look us up. "

**Nikki Jordan, MBA,** and Brady Nadell of Oakland welcomed the birth of Emeline Nicole Nadell on Sept. 11, 2005 – as

well as the accompanied change of life after 18 1/2 years of freedom. Nikki runs her 5-year-old healing business on a curtailed schedule, enjoying every minute of motherhood. She invites stressed alumni to take part in her services, with 50 percent donation to Haas. [cricketjojo@cs.com](mailto:cricketjojo@cs.com).

**Zenda Kuo, MBA,** recently moved back to Hong Kong after three years of mommy hiatus in Beijing. She is director of corporate finance at CLP Power Asia, financing independent power plants throughout Asia-Pacific.

**Jeff Paquette, MBA,** serves as Vice President for Strategic Growth and Development at the Massachusetts 2020 Foundation. He is responsible for leading the areas of strategic planning and organizational development, resource development, and operations.

His role is geared toward helping to prepare the organization for anticipated growth in its efforts to lead an emerging movement of extended-time schools, providing technical assistance to districts and schools seeking to move to a longer school day, and advancing related policy and research. Jeff brings over 20 years of experience building and leading mission-driven, entrepreneurial organizations in the youth, education, and community development sectors. Much of his work has focused on building organizational capacity and systems to support the increase in scale, effectiveness, and impact of innovative nonprofit organizations.

Jeff joined Massachusetts 2020 after 12 years with City Year, a national youth service organization with headquarters in Boston, where he most recently completed a 15-month assignment in South Africa, leading the start-up and launch of the organization's first international program. Other roles at City Year included Executive Director of City Year Boston and

Co-Chief Operating Officer of City Year's national headquarters. Jeff also served as Chief Operating Officer at Urban Edge, one of Boston's premier community development corporations. Earlier in his career, he was Executive Director of the DOME Project, running an alternative junior high school and network of programs for youth and families in New York City. He lives with his wife and two children in Boston, Massachusetts. [jeff@mass2020.org](mailto:jeff@mass2020.org).

**Rolando Springall, MBA,** writes, "After finishing my MBA in 1992, I have worked for McKinsey, ABN AMRO Rothschild, Merrill Lynch, and Bank of America in New York, Miami, London, and Amsterdam. I am currently a senior vice president, head of global special situations, working for Bulltick Securities in New York."

**You Mon Tsang, MBA,** of Burlingame, Calif., writes, "I am onto my third software startup, Boxxet. As many of you know, the early stage of starting a company is fun, exciting, and exhausting, especially when mixed in with my 6-year-old son, Liam."

#### 1993

**Michelle Buckles, MBA,** of San Francisco writes, "After a long and challenging year and a half, I finally completed treatment for breast cancer in September. I was fortunate to be supported by many friends from Haas, most notably **Lauren Krasny**, her husband, Dr. Robert Krasny, and **Kristin Nicholson**. They walked the rough road with me, and carried me sometimes, too. Other kind classmates were the **Frank Rockwood** family (now in Florida), the Tahoe gang (**Rob Pascual**, **Xavier**, **John Pendleton**), **Jenny May** (a newlywed!), **Rob Quiros** (now a father!), **Sandra Stumbaugh**, and

**Hilary Weber.** Thank you all for your support and know that it made a difference. Perhaps not surprisingly, it has been a life-changing and priority rearranging experience. With a new 'Do it Now!' motto in mind, I am stepping off the career track for at least a year to visit family and travel the world. I figure the hedge-fund business can manage fine without me! As much as possible, I would like to visit Cal friends along the way. If you would like a visitor or have travel ideas, I'd love to hear from you. If so, please email me at [mbuckles2@yahoo.com](mailto:mbuckles2@yahoo.com)."

**Ron Drabkin, MBA,** of Burlingame, Calif., writes, "I recently sold the enterprise company I cofounded, JRG, to CDC Software. CDC is a unit of China. com. It was an unbelievable experience from the start four years ago to the suspense-filled finish. Personally, the biggest highlights were recognition of the job well done from customers. In particular, my favorite customer experiences were with the local confection companies, See's Candies and Ghirardelli Chocolate. I am now looking forward to completing a successful transition of the company and our customers to the new owners, and I expect to have a bit more time available for the family."



Dimity Hodge, MBA 93

**Dimity Hodge, MBA,** writes, "I am living in Sydney and enjoying all that this great city has to offer. I would love to hear from anyone who is travelling this way, so please contact me on [dimityhodge@hotmail.com](mailto:dimityhodge@hotmail.com). After years in the airline industry and strategy consulting, I am now working at EnergyAustralia (one of the largest electricity and gas suppliers in

Australia) leading the organisation strategy and development area — a role that I really enjoy. I still try to travel overseas at least once a year, and in between, am working on improving my golf swing and tennis game. Finally, I still love strolling around art galleries and attending the theatre and the symphony."

#### 1994



Art Altman, MBA 94

**Art Altman, MBA,** manages research and consulting in energy market design and risk management for the Electric Power Research Institute in Palo Alto, Calif. He welcomes contact with those in energy trading or finance at [aaltman@epri.com](mailto:aaltman@epri.com).

**Philipp Jung, MBA,** writes, "I have joined The Boston Consulting Group (BCG) as a partner in its San Francisco office, after 11 years with A.T. Kearney. My wife, Patricia (Trish), and I continue to live on the Peninsula with our two sons, Alexander (5) and Lukas (2). We still enjoy coming to campus for football games or other activities."

**Jeff Kragen, MBA,** a graduate of the evening program, and his wife, Kate, live in Alamo, Calif., with their four children, Claire, Patrick, Stephen, and Elizabeth. Jeff is a Financial Advisor with Merrill Lynch in Walnut Creek where he provides wealth management and investment solutions to individuals and business owners.

#### Dagmar (Haswell)

**Serota, MBA,** a graduate of the evening program, founded a nonprofit called Good Cents for Oakland in April 2005. Good Cents for Oakland engages school



# Alumni Notes

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Jonathan Becker, MBA 95, with Young Lee, MBA 95, and their families

children throughout Oakland in community service through its Penny Roundup Program. The annual program is free to Oakland schools and teaches community involvement to preschoolers through eighth graders while building leadership, teamwork, communication, and critical-thinking skills. Children direct 100 percent of the funds they raise to nonprofits working in Oakland on issues chosen by the children. Money has been raised to address violence, hunger, homelessness, and animal rescue. Over 1,500 Oakland school children are now participating in the program. Dagmar serves as executive director of Good Cents for Oakland, and classmate **Lisa Edgar, MBA**, is a board member. For more information on the Penny Roundup Program, please visit [www.GoodCentsforOakland.org](http://www.GoodCentsforOakland.org) or e-mail [dagmar@GoodCentsforOakland.org](mailto:dagmar@GoodCentsforOakland.org).

**Kim Solomon, MBA, MPH**, writes, "My husband, Rowan, and I are still living in San Francisco and now have a second child named Talia, who worships her big brother, Asher. In January, I joined the faculty at the School

of Public Health as a lecturer and the MPH Program Director for the Health Policy and Management division. I am loving being back on campus and working with the graduate students. Also, I continue to do some consulting in the healthcare workforce area with MBA/MPH 1994 classmate **David Cherner**. I am serving on the executive committee at my son's preschool and just ran the Nike half marathon this October."

## 1995

**Michaela Ballek, MBA**, of Munich, Germany, writes, "After three years on family leave, having focused on raising two wonderful children, I am back in business. I returned to McKinsey & Company again working on two projects. One is conducting the innovation benchmarking survey at large clients in several industries. My other area of responsibility is supporting the German (and European) ex-chairman of McKinsey, Herbert Henzler (a Berkeley alum as well), in his function as chairman of the scientific and technical advisory board to the Bavarian government. So far, this has not included scientific-technical sampling of Bavarian beer, but the Oktoberfest is yet to come!"

**Jonathan Becker, MBA**, writes, "I'm happy to announce two births, though no twins are involved. My wife and I had a baby boy, William Hezekiah Becker, on July 19, 2006. **Young Lee** and his wife Yasaman had been expecting and their due date was a few days before ours. In fact, we had gone through all the childbirth and other classes together but had been out of touch for the few days before. When my wife went into labor and we went to the hospital, a nurse told us, 'Your friends are in the hospital; they had a boy earlier in the afternoon.' We were overjoyed but got back to our own situation; our son was born a few hours later and so they'll always share a birthday. Young came to visit shortly after William was born, and our recovery rooms were practically next door so we were able to visit from time to time with Young, Yasaman, and Alexander."

**Nap Hosang, MBA**, continues to work with **Dana Charron, MBA**, and now **JoAnne Dunaway, MBA**, on reducing indoor air pollution in the rural homes in developing countries. He writes, "We are using an entrepreneurial model to make a dent in this pervasive problem with less polluting household stoves, and it works! The voluntary Carbon Credit Market is a promising source of capital to support this work. I'm still delivering babies at Kaiser Permanente in Hayward and teaching at the School of Public Health."

**Adrian M Ivanov, MBA**, and his wife, Bridget, are happy to announce the birth of their third child, Thomas Hopkins Ivanov, on May 18, 2005. Thomas joins big brother Griffin (7) and big sister Collette (5). Adrian is vice president of North America Channels at Oracle Corporation. The family is enjoying its new little addition and resides in Alamo, Calif.

**Kehau Kali, MBA**, of Honolulu, Hawaii, was appointed the Hawaii president in 2005 for CEO SPACE a national entrepreneurial education,



Kehau Kali, MBA 95

training, mentoring, networking, and resource organization that helps entrepreneurs take their businesses to the next level. The position combines her 15 years of experience working in financial services, economic development, and community development in Hawaii and on the US mainland. In addition to rebuilding the community services presence throughout Hawaii, she also travels back to California regularly to work with entrepreneurs from throughout the country and visit family and friends. She writes, "If you're ever in Hawaii, please come say 'Aloha.'"

**Jenna Marshall-Hano, MBA**, and her husband, Dan, welcomed a second daughter, Taran Akari Hano, to the family in early March. Kaya loves being a "big, big sister." Everyone else is sleep-deprived but happy.

## 1996

**Mark Beckford, MBA**, writes, "I've been living and working in Shanghai, China, with Intel Corporation, since August 2005. Monica and our three sons are enjoying it tremendously, picking up a little Mandarin in the process. We're living in a great expat community and having the time of our lives. Look us up if you if you are in town!"

**Brent Blasnek, MBA**, of San Mateo, Calif., writes, "Sorry I missed the 10th reunion! However, I did want to let folks know that after seven years I have left Gap Inc. and joined Visa USA in Foster City as a director in the finance division. Other '96 Haas MBAs that I have discovered already work here include Mandy Fraser. My boss is also a Cal alum, and the corporate colors are blue and gold – seems to be a theme emerging here!"

**Annie Miu Hayward, MBA**, of San Francisco, a graduate of the evening MBA program, writes, "I was nominated onto a Business Performance Management Committee at China's prestigious Peking University's Guanghua Business School. Here's to my 15 minutes of fame. Hope you are all making a difference in the world." <http://bpm.gsm.pku.edu.cn/eng/council-eng.html>.

**Jed Katz, MBA**, writes, "My wife, Lisa, and I moved to New York in the spring of 2005, and I became a Managing Director of the venture capital firm DFJ Gotham. Also, my last entrepreneurial project, a handheld GPS device that can instantly identify and describe thousands of stars, planets, and constellations (called the SkyScout), is now available in stores. Check it out - you'll love it!"

**Alan Seigrist, MBA** writes, "My wife Barbora had our second child, Theodore Sun Seigrist at 1:56 am on November 16th. We are absolutely thrilled...mom is doing great and the little boy has already put on a few pounds in weight!!!! My company, The Executive Centre, has continued its expansion in Asia with new facilities opening in Seoul, Beijing, Shanghai, Taipei, Singapore, and Hong Kong, which has meant I have been doing a lot of travelling lately! We have opened in TAIPEI 101, the world's tallest building (for now). By January we will have opened our 20th location in Asia, in One Raffles Quay in Singapore. If anyone from Haas ever makes it through Hong Kong, please be sure to give me a call!"

## 1997 | REUNION APRIL 27-29

**Geir Gabrielsen, MBA**, and **Katie Coughlin, MBA**, are still in Oslo, Norway. They write, "We have two daughters, Thea (6) and Jenna (3) who help make the dark winters a little brighter. Geir Erik is currently Country Manager for Coca-Cola Norway, and Katie is leading a project

to set up Oslo's first Children's Museum. This year, we had a visit from **Marcin Tubylewicz** and his family in the spring. Our kids played together well, despite speaking Norwpolswedlish to each other. We were also glad to have the Keudels (Jin, Matthias and kids) visit in May. We would enjoy seeing anyone else brave enough to make the trip north. Aquavit sampling (and hangover) – optional for ladies, obligatory for men. Lastly, on a sad note, Katie's dog Cassie, who was once a regular at Haas, passed away this summer after 14 years of adventures and friendship."

**Neal Rayner, MBA**, of Ross, Calif., became one of the few people ever to swim the English Channel. Read about his exploits at <http://www.nealrayner.com>. UCLA, where he did his undergraduate work, has ranked him on a short list of "Famous Alumni."

**Ratnesh Sharma, MBA**, of Los Altos, Calif., a graduate of the evening program, writes, "After six years in three successful startups, I decided to go back to a big company and joined Oracle as director of product management in March. I hope the career move will not impact my volunteer/mentor activities at Team in Training, where I have run three marathons over the last two years."

## 1998

**Ki Nam, MBA**, has been settled in London since 2001, covering securities transaction.

**Elizabeth Pearce, MBA**, of Mill Valley, Calif., writes, "I have started a publishing and distribution business, and have two books available. Haggadah for Jews & Buddhists: A Passover Ritual is expected to be our first major title. MHD Co. is looking for other titles that combine contemporary spirituality with traditional rituals. Self-publishing is an emerging trend among women experiencing mid-life crisis, and MHD Co. has a four-person consulting team to help new authors get

their books into the marketplace. [www.ModernHaggadah.com](http://www.ModernHaggadah.com) MHDCo@comcast.net"



Thomas Ryglinski, MBA 98

**Thomas Ryglinski, MBA**, is a professional real estate agent in San Francisco. He specializes in marketing, selling, and acquiring residential and investment-grade property in northern San Francisco. In December of 2005, Tom was asked to be a member of the Agent Leadership Committee at Keller Williams. Reach him at [ryglinski@mba.berkeley.edu](mailto:ryglinski@mba.berkeley.edu).

**Kevin Schwartz, MBA**, writes, "Almost eight years after graduating from Haas, I am still working at PRTM, where I was recently promoted to partner. I guess I'm going for the 'most stable career' award. I am happily living in the Oakland Hills with my wife, Hilary, and our 2-year-old son, Zachary, who occupies pretty much all of our free time (in a very enjoyable way)."

**Brian Stone, MBA**, of San Francisco recently took a new position as the vice president of marketing for PowerLight Corporation in Emeryville. PowerLight is a privately-held provider of solar power systems, developing several of the world's largest solar power plants. He writes, "I am having a blast

learning a new industry and applying my software background to clean energy!"

**Julia Violich, MBA**, of Fairfax, Calif., writes, "I am busy trying to catch up with my classmates, **Ann Scott, Karen White, Amy Capelle, and Maryam Ghazi**, who each have two kids. My second little boy is due to arrive May 18. I also got married on March 11 to my longtime partner, John Mecklenburg. I am still the owner of a bicycle company that specializes in custom wheels. We have a strong European presence now, but most of our business is still in the US. This year I am taking a break from bicycle racing as a result of the pregnancy, but plan on at least one more year on the professional circuit before I retire from the sport."

## 1999

**Julie Gutzwiller, MBA**, of Lafayette, Calif., writes, "Life is circling closely around work, friends, and family, and not necessarily in that order. I'm celebrating my fifth year with Bridge Partners, my third job since graduation, and the last I plan to have. I wear various hats in this lean, privately funded real estate investment house, keeping me engaged and challenged by my work. Beyond the 9-to-5, Peter and I are enjoying other fun. At 18 months apart and both toddlers, Morgan and Grant keep us on our toes and off our duffs. We finally (or was that four years ago?) caved



Julie Gutzwiller, MBA 99, and family



# Alumni Notes

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and moved through the tunnel to the sunny side of the hill. We have been pleasantly surprised to find that east East Bay living is actually quite good and the city still quite close. We continue to enjoy get-togethers with our good friends from Haas locally and afar."

**Stephane Halle, MBA,** writes, "We have moved back to France and now live in Paris, 15th arrondissement. Stephane still works for Cisco, but from France. The big news is we just



Stephane Halle, MBA 99, with his son

got a baby, Oscar, born March 30, 2006. Everybody is doing fine and life is good!"

**Adam Leader, MBA,** writes, "Robin and I have enjoyed our first 6 months in our new home in Scarsdale, N.Y. Suburban life appeals to both of us. I'm commuting into Google NYC's Chelsea office everyday, where I'm working on Google's newspaper advertising program. Google is really fun, and we have a great café – everyone should experience it, so give me a call when you are in town! Have seen a few Haas folks lately (**Christian Cramer MBA 1999** at dinner in Chelsea and **Peter Bershatsky MBA 1998** and family for brunch in Greenwich). Just missed seeing **Nancy Riess** and Gabi over Thanksgiving weekend (but got a quick update from her parents).

Projects around the house have taken on new urgency: Robin and I are expecting our first child in February, so need to get blinds on the windows and rugs on the floors. Best wishes in the new year!"

## Get LinkedIn

Join the Haas School's alumni network on LinkedIn, the leading professional networking web site.

Through this members-only group you can:

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- Contact Haas alumni at companies listed in LinkedIn's job database

**For more information, visit**  
<http://www.haas.berkeley.edu/groups/alumni/linkedin>.



Anne Merkert, MBA 99, with her daughter

**Anne Overton Merkert, MBA,** of Redwood City, Calif., writes, "My husband, Matt, and I welcomed with joy our new daughter, Kara Eileen Merkert, into the world on March 30, 2006. I returned to work at Covad as director of channel marketing in July."

**Francisco Ottino, MBA,** writes, "I'm still living in Buenos Aires, working for Siderar, a steel manufacturer as head of the financial department. Siderar belongs to Ternium, which also owns similar companies in Venezuela (Sidor) and Mexico (Hylsamex) and went public in NYSE in 2006.



Francisco Ottino, MBA 99, at the summit of Argentina's Aconcagua

Last summer (austral summer) in February, I climbed Aconcagua in Argentina, the highest mountain out of central Asia with 6,962 meters or 22,841 feet. It was a great adventure and tough challenge. Another good thing is that Aconcagua is in Mendoza, the best wine region in the country, so after two weeks climbing I had plenty of delicious meat with wonderful red

wine (I always remember the Wine Industry class).

Is there any volunteer to go with me to Kilimanjaro in March?"

**Steve Peletz, MBA,** manages Peletz & Company Real Estate in San Francisco, helping clients buy, sell, and evaluate residential and investment real estate in San Francisco and Marin. When not managing transactions and investment properties, Steve finds time to scuba dive and free dive in the Caribbean, Hawaii, and the South Pacific. Steve lives in San Francisco with his wife and two children.

**Terry Tullis, MBA,** writes, "I finished law school at UCLA in May, passed the California bar and the U.S. Patent bar exams and am getting back to my engineering and business roots as an intellectual property/patent lawyer here in Orange County. On a personal note, Jen and I have a new arrival: Ruby Tullis was born in January, joining 4-year-old Sam!"

### 2000

**Diane Bisgeier, MBA,** of San Francisco writes, "In early '06 I took on a new role at Schwab in the office of the CIO doing chief-of-staff-type communications and agenda work. It's an incredibly interesting vantage point, and the work and issues are non-stop (and sorry, no vendor evaluations)."

**Patrick Feely, MBA,** and **Carla (van Loben Sels) Feely, MBA,** welcomed their second son, Cayden Page Feely, on February 21.

**Valerie Lemmon, MBA,** of Manhattan Beach writes, "I've been living in Southern California for a couple of years now, working at Capital Research and loving it. The most exciting news, though, is the arrival of our baby girl, Eva Simone Lemmon, who was born on Jan. 6, 2006...she's already almost a year old!"

**Roberto Matus, MBA,** of Washington, D.C., writes, "It has been wonderful to work for the World Bank, especially now that Paul Wolfowitz is the president. His compassionate conservatism coupled with his fight against corruption had a profound impact on me. As a result - for the very first time in my life - I have been able to create a seamless synergy between my personal, political and professional aspirations. On a personal level I have always wanted to create change and make the world a better place. When politics are concerned I firmly believe in strong leadership and small government in pursuit of a pseudo-liberal agenda. Lastly, professionally I stand for efficiency and shareholder value creation. As far as extracurricular activities go, I have been involved in a local community outreach program called DIA.PE.R to help disenfranchised young adults in the suburban outskirts of Washington, DC."

### 2001

**Ruthanne Feinberg, MBA,** writes, "After four years I am still living in New York working at Glocap Search. The recruiting market has been very strong. It's been a ton of work, but a ton of fun so no complaints. Always feel free to look me up when you're in town."

**Jorge Viera, MBA,** writes, "After four years of public service at Chacaós City Hall in Caracas as deputy mayor, I'm going back to the private sector. I just formed a partnership to make private equity investments in Venezuelan companies. Although the situation is uncertain due to political turmoil, we think there are good opportunities to invest in. Best regards from Caracas!"

### 2002 | REUNION APRIL 27-29

**Tanya Himathongkam, MBA,** of Bangkok, Thailand, writes, "I had a chance to visit Berkeley in March for

the first time after my graduation. The highlight of the trip was the MBA/MPH '02 get-together at **Rebekah Saul Butler's** house in SF. Joining the party were **Michele Carroll Colaco** and **Anne Brocchini Sundin**. We also enjoyed phone conversation with **Becky Frank**. I was on my way to Nicholasville, Ky., for a women's gym 'Contours Express' franchise training. I am very excited about introducing the idea of women's circuit gym to Thailand! The pilot location will be open right in Theptarin Hospital in Bangkok. This might well be the world's first women's circuit gym in hospital."

**Hideki Hirano, MBA,** of San Francisco published his first business book in mid-March in the Japanese market. Let's Move People by Telling Stories is about how business leaders will be able to motivate people by using the so-called Narrative Method. Hideki writes, "Inspired by a Berkeley faculty member Terry Pearce and screenplay coach Robert McKee and others, I took out my own experiences as journalist and PR consultant and formulated them into know-how."

**Elizabeth Meyer, MBA,** writes, "I was recently promoted to director of supplier development at E. J. Gallo Winery. I am having a wonderful time learning a new side of the business. My areas of focus are energy, tech-



Nick Christy, MBA 03, with his son

nology, and corporate services. If anyone is ever in Modesto, please drop me a line."

**William Shaw, MBA,** writes, "I recently moved to Hong Kong to work for Composition Capital Partners, a real estate private equity firm with headquarters in Amsterdam. I will be running the first real estate fund of funds in Asia, targeting non-listed vehicles for investment. Please let me know if you are in the region. I hope to be seeing more of you soon!"

**Robert Visco, MBA,** of Richmond, Va., a graduate of the evening program, writes, "The Visco family picked up stakes over a year ago, abandoned the paradise that is Sonoma, and moved back east to shake things up in the former capitol of the Confederacy. I took a new position - Sr VP for Last Second Media Inc., a leading direct-marketing advertising agency. Little Bob Visco turned 5 in June and has established himself as a force in his new neighborhood, the red-headed terror that he is. Our new neighbors are amazed at the grace and kindness of my lovely wife, Kathleen, as she contends with Big Bobnoxious and Little Bobnoxious."

### 2003

**Sean Besser, MBA,** of Los Angeles writes, "I was recently promoted to vice president of business development for Movielink and now head up all business development and partner marketing opportunities for the company."

**Nick Christy, MBA,** and his wife, Heather, welcomed Jack Martin on Aug. 18, 2005. He writes, "Jack arrived happy and healthy, and if anything, after one year he seems to love New York City even more than his parents do."



Claude Dragan, MBA 03 and family in the British Virgin Islands

**Claude Dragan, MBA,** an avid sailor, launched WindPath Sailing, which brings fractional use yachting to the San Francisco Bay Area. The company provides an opportunity to lease a new Catalina sailboat through a shared membership program without the commitments and financial obligations normally associated with yacht ownership. Claude's passion for sailing started at a very young age, when he sailed with his family on a friend's sailboat on the Black Sea in Romania. This passion ignited a dream to have a boat of his own and cruise around the world. Claude's passion for sailing was then implanted into his wife, Sophia, later into his son, Stephan, and hopefully will continue with his daughter (due in July 2006). Over the past 15 years, Claude and his family have been owners of two boats, and have sailed the US and Mexico West Coast from Seattle, Wash. to Cabo San Lucas, Mexico. In addition, they have also chartered boats at different exotic locations around the world. In March, Claude became the first WindPath Sailing base owner on the US West Coast. He plans to expand his base to other California and US West Coast locations in the coming years. Visit <http://www.WindPath.com>.



# Alumni Notes

Submit your news online at  
<http://haas.berkeley.edu/alumninotes>

**Ye Huang, MBA**, writes, “Shanghai has become a Cal family in the East, but our organization is still small as compared with other top B-schools. Hope more alumni come to Shanghai, and please speak up if you are already in Shanghai! Regards and thanks.”

**Mark Kurowski, MBA**, a graduate of the evening program, writes, “The residential real estate brokerage that I manage and co-founded is successful and growing at a reasonable pace, Dream Home Real Estate (<http://www.DreamHomeRE.com>). And now we’ve started a sister company, Dream Home Mortgage Loans (<http://www.DreamHomeMortgageLoans.com>) to help us better serve our clients, whether during their home purchase or to refinance their existing home. On the personal side, my wife, Karen, is now in her fourth year of Vet School here at UC Davis, and our son, Spencer (2), enjoys gymnastics and swimming (well, the toddler versions of them).”

**Amanda Pitre-Hayes (née Dowling), MBA**, writes, “My partner, Corinne, and I got married early in the year and are settling into our new home in Vancouver, Canada. I’m managing environmental programs and grants for Vancity, a local credit union, and am still traveling almost everywhere by bicycle.”

**Darren Reinke, MBA**, and his fiancée, Melissa Maki, recently moved back to the Los Angeles area after a six month stint in Florianopolis, Brazil. Living on

the beach in Marina del Rey and working as sales and marketing consultant for Ferrazzi Greenlight, Darren spends his spare time working on his next business, FirstStoke.com, a community action sports and travel site due to launch in early 2007. In addition, Darren and Melissa spend time at the beach surfing, jogging, riding their beach cruisers, and enjoying happy hours watching the sun go down.

**Sarah Takesh, MBA**, writes, “Some of you might remember Tarsian & Blinkley, the company that I spent my entire two years at Berkeley fixating on that won the 2003 National Social Venture Competition. It won the prize at a time when such an idea was a trendy one – basing a socially-motivated business out of Afghanistan to create beautiful things while attempting to save the world. However, some do remember that the idea was incubating long before 9/11, and my commitment to it was verging on the religious. Nearly three years after commencement, it has been almost too much of a wild ride. Good news is that we are still around and even building a full-scale apparel factory in a new industrial park in Kabul, Afghanistan. Bad news is that we were brutally robbed of a frightful amount of cash by a sort of insider government mafia of police-uniformed thugs! Welcome to social entrepreneurship in a war zone – anything goes! Anyway, we are still managing to make lovely things and want to let the Haas community know that we’ll be in the Bay Area from May 31 to June 13 with a slew of sales events. If you would like

more information on how to find us, please e-mail [firefly@tarsianan.dblinkley.com](mailto:firefly@tarsianan.dblinkley.com) or visit <http://www.tarsian.com>.”

## 2004

**Sukwan Chae, MBA**, married Jungyoon Jang in Seoul, Korea on Feb. 23, 2006. Eleven Haas alums traveled to Korea for the event, including **Brian Solon**, **Toshiyuki Okubo**, **Arturo Morosoff**, **Hiro Ikeda**, **Heeman ‘Frank’ Lee**, **Yonghyeon ‘Ken’ Kwon**, **Jieh Yun ‘Dina’ Lee**, **Ikjae ‘Jay’ Han**, **Jayyong ‘Jay’ Jung**, **Juhyeong ‘Jeff’ Lee** and **Iljoon Tae**. The newlyweds live in Portland, Ore., where Sukwan works in advertising with Nike. He can be reached at [sukwan.chae@nike.com](mailto:sukwan.chae@nike.com).



Sukwan Chae, MBA 04, with his bride, Jungyoon Jang

**Waverly Chou, MBA**, and **Mitch Lee, MBA**, happily welcomed their first daughter, Hou-en Lee, on Oct 18 last year (2005).

**Rodrigo Moreira, MBA**, of Sunnyvale, Calif., writes, “Alessandra and I got married! Celebration was last January in Brazil. We were honored with the presence of Haas alumni **Ronaldo, Andre, John Mick, “Mostaza” Huffmann, Riscela for Marcelo Moya, and Amy Cheng** among other important local and international friends. Apart from much fun and many

events, the highlights were playing soccer at the Olympic Stadium of Gremio Professional Soccer Team and the just-married couple riding a motorcycle from the church. We miss you all and will share the details in our next class reunion.”

Three years ago, when **Atiba Phillips, MBA**, was presenting his final project for the Multimedia Information Class in the School of Information, he met Michael Smith, from France Telecom, who was serving as an industrial reviewer for the class. Little did they know then how that chance meeting would lead to interesting opportunities down the road. When the University of Trinidad and Tobago created a new program for Information Communications Technology, Atiba, now executive manager of e-commerce for Trinidad and Tobago, asked Michael to design and teach a multimedia course. Michael welcomed the opportunity and arranged to visit the university this past fall. The class consisted of 14 ICT masters’ students from Trinidad and Tobago. Michael modeled the course after the Multimedia Information Class at the School of Information, including final project presentations, of which Atiba was now a reviewer. The role reversal was a gratifying conclusion to a semester of hard work.



Waverly Chou, MBA 04, with Mitch Lee, MBA 04, and their daughter Hou-en Lee



Rodrigo Brumana Moreira, MBA 04, with wife Alessandra

## 2005

Silicon Clocks, co-founded by **Andrew McCraith, MBA**, **Emmanuel Quevy**, **Roger Howe** and **Sunil Bhawe**, closed an \$11 million financing and its first acquisition earlier this year. The business plan for the company won the Best Technology Prize at the 2004 US Berkeley Business Plan Competition. The company is now located in Fremont, Calif., and is recruiting MEMS and IC design engineers. (<http://www.siclocks.com> or 510-SICLOCKS)

**Philip Strauss, MBA**, of Palo Alto, a graduate of the evening program, has joined MarketTools Inc., as vice president and general counsel and has joined the Haas adjunct faculty as an instructor in business law.

**Dharmendra Vahalia, MBA**, a graduate of the evening program, relocated to the Philadelphia area in May with his wife, Smita, and daughters, Nirali and Natasha. Dharm’s recent promotion has led to his next GE assignment as product manager in a division acquired by the company in 2002. After spending seven highly rewarding and eventful years in the Bay Area, the Vahalias are looking forward to moving closer to family and friends on the east coast.

## 2006

**Koji Murao, MBA**, an exchange student at Haas in fall 2005, is living in Tokyo now.

## Ph.D.

## 1971

**William Halal, Ph.D.**, is retiring as professor emeritus of science, technology, and innovation at George Washington University, Washington, DC. He will continue to be co-director of the Institute for Knowledge & Innovation, which he founded, and he will become full-time president of TechCast LLC, “A virtual think tank tracking the technology revolution.” (<http://www.TechCast.org>)

## 1990

**Bjorn Flesaker, Ph.D.**, writes, “I recently started a new job as a senior quant at Bloomberg, where I am spending most of my time developing credit derivatives models. Having been a manager of quant groups for a variety of financial institutions over the last dozen years, most recently at Morgan Stanley, I rather enjoy the notion of getting back to my roots doing hands-on research. I am also teaching a fixed income derivatives class

in the Master of Mathematics in Finance program at NYU this spring. I will hopefully be able to continue to come visit Berkeley every now and then to recruit MFE students and relive the good old days. My wife, **Laura Quigg, Ph.D.**, and I otherwise continue to enjoy life in New York City with our two daughters, who are currently in second and fourth grade at Trevor Day School.”

## MFE

## 2005

**Steve Liang, MFE**, is working in the Fixed Income Division, Morgan Stanley. His job involves building complex tools for the analysis of real-time interest rate derivative market and economic data.

## Berkeley-Columbia EMBA

## 2003

**James Rogers, MBA** is CEO of Nextrials, which was selected to the Red Herring 100 representing the top 100 privately held technology companies in North America.

## 2005

**Michael Alperin, MBA**, of Lebanon, Ore., “I was called to active duty in OCT and am currently serving in Afghanistan as a Field Surgeon in support of OEF. Entrepreneurship is on hold until I return. And I want all who read CalBusiness to know how deeply moved I am by the support I and my wife Liz have received from my BCEMBA classmates and staff (our third family, and which includes many

from ‘the other years’). They were there for our own notorious LT JG Sanchez when he served in Iraq and Kuwait and they have been there for ‘Doc.’ It is an ongoing reflection of their individual and collective warmth, caring, and values. So allow me to publicly tip my hat to each and every one of them in thanks and gratitude. Theirs is a quiet success in the finest tradition.”

## Benjamin Phillips, MBA,

of Salt Lake City, Utah, writes, “After graduating from the BCEMBA Program in December, I’ve been leveraging my new knowledge while continuing to serve as president of Emery Energy Company. Emery is a small energy technology company developing advanced, clean-tech processes, for Bioenergy and Biofuels production. I also serve on two nonprofit boards: the Utah Community Development Corporation (Salt Lake City) and Canyonlands Field Institute (Moab, Utah). I live with my wife Andrea and our four children.”

**Errata**  
In the Winter 2006 issue of CalBusiness, we erroneously listed **Kevin McDermott, MBA 81, as deceased. McDermott is, in fact, alive and well. Please see his alumni note on page 27.**



# Alumni Notes

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## In Memoriam

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Peter V. Tamaras, BS 33  
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Ralph N. Kurtovich, BS 38  
Ralph W. Lamon, BS 38  
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Brilsford P. Flint, BS 39  
Barbara J. Doane, BS 39  
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Clark A. Lee, BS 39  
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Peter Gee, BS 40  
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William D. George, BS 41  
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Delbert E. Wong, BS 42  
Barry M. Saiki, BS 42  
Lester K. Wells, BS 42  
Alden C. James, BS 43  
Leonard W. Neumann, BS 43  
Joseph Friedman, BS 43  
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Vernon D. Wenrich, BS 43  
Jacquelyn C. Bradfield, BS 43  
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Edwin E. Van Bronkhorst, BS 44  
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Randolph H. Washburn, BS 47  
James C. Eschen, BS 47  
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Theodore I. Coleman, BS 47  
Edgar W. Paine, BS 47  
Robert L. Hicks, BS 47  
Evelynn E. Johns, BS 48  
George F. Barker, BS 48  
William E. Thomas, BS 48  
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George E. Meyers, BS 48  
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Irwin W. Kahn, BS 49  
Arlene F. Helm, BS 49  
Richard H. Darling, BS 49  
Charles P. Moynihan, BS 49  
Bernard S. Morris, BS 49  
Albert L. Wong, BS 49  
Richard A. Mignola, BS 49  
Lonnie L. Hughes, BS 49  
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Lawrence A. Collison, BS 50  
Leonard J. Corsentino, BS 50  
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Richard R. Legault, BS 50  
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Nancy L. Sartor, BS 50  
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John J. Nevin, BS 50  
William R. Garratt, BS 50  
Richard S. Manildi, BS 50  
Myron L. Mercer, BS 50  
Garth L. Scallon, BS 50  
John D. Harp, BS 50  
Peter H. Black, BS 50  
David J. Russell, BS 50  
Stanley R. Dobbins, BS 50  
Donnelly A. Sohlin, BS 50  
Frank J. Stagnaro, BS 50  
Arthur Frasco, BS 50  
Sheldon D. Kully, BS 50  
Jack M. Weiss, BS 50  
K. D. Fry, BS 51  
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Everett L. Lindsay, BS 52  
Harrell D. Mooers, BS 53  
Daniel L. Yee, BS 53  
Howard W. Eng, BS 53  
Lynn E. Higgins, BS 53  
Robin R. Turner, BS 53  
William B. Harford, MBA 53  
Robert S. Durie, BS 54  
Jordan Montano, BS 54  
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Grady L. Grisham, BS 55  
Richard R. Best, BS 56  
David M. Bradley, BS 56  
John S. Shafer, BS 56  
Ralph C. Vogt, BS 56  
William A. Stimson, BS 57  
Glen S. Burchfield, BS 57  
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James C. Monroe,BS 57  
Dennis A. Cavagnaro,BS 58  
Frank S. Moore,BS 58  
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Margaret V. McMasters,BS 58  
Michael W. Jones,MBA 59  
Richard J. Berger, BS 59  
Ralph J. Crawford, MBA 59  
Frank D. Deromedi, MBA 59  
Roger E. Lundgren, BS 59  
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William L. Oliver, MBA 66  
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## Obituaries



### Hans Grande, MBA 02, Passes Away

Hans Grande, MBA 02, died on October 24, 2006, after a ten-month battle against cholangio-carcinoma, a rare but aggressive type of cancer.

Grande, 34, died at his mother’s home in Washington state surrounded by his wife, Nancy Suh, MBA 02, and his family. Remembered by friends and family as genuinely friendly and diplomatic, Grande had a talent and a passion for building community. “Hans

made family everywhere he went. He brought people together and made them feel like they were a part of something bigger,” says Philip Guindi, MBA 02, who worked with Grande at Adobe Systems, Inc. “He really helped develop communities.”

Athlete, cyclist, and avid Bears fan, Grande was devoted to Haas and dedicated himself to growing and improving the campus community. Hans was highly respected as a Young Entrepreneurs at Haas (YEAH) mentor, helping local high school students from disadvantaged school districts get on the college-bound track. He also developed the idea for a five-year pledge system for the MBA 101% Giving campaign, which netted \$497,910 in three years for the Haas Annual Fund. Grande also created the Class Committee for MBA 2002, leading the class to set an all-time participation record for alumni giving in 2005 and a first-place finish in participation in 2006.

In addition to his fundraising efforts, Grande was a driving force of the Axe Cohort, a participant in the Challenge for Charity, and a contributor to the Technology Club. He served on the committee that recruited Dean Tom Campbell and was heavily involved in the school’s effort to reform the MBA core curriculum in 2002. “Students often attempt to restructure the curriculum but Hans was actually able to make an impact,” says Suh. “Changing the curriculum was challenging because there are so many parties involved, but Hans was really effective in bringing the different groups together to make tough decisions.”

After graduation, Grande joined Adobe Systems, where he led the group charged with guiding Adobe through its merger with Macromedia. While working for Adobe, Grande rallied his co-workers to volunteer their time and work with middle school students studying near Adobe’s campus. “He was such a people person,” says Suh.

His family asks that donations be sent to The Philanthropy Community Foundation, which partners with the Cholangiocarcinoma Foundation on research and education about Cholangiocarcinoma. To contribute, please send donations to:

The Philanthropy Community Foundation  
ATT: Steven W. Bennett, Trustee  
3165 East Millrock Drive, Suite 500  
Salt Lake City, Utah 84121

### Warren Simmons, BS 49, Dies at 79

Haas School alumnus Warren Simmons, BS 1949, died on June 21, 2006, at his home in Napa at the age of 79. Simmons was the founder of Chevy’s Mexican restaurant.

An airline pilot for Pan American from 1950 to 1970, Simmons led a life rich in entrepreneurship. By the time he received his degree in 1951, Simmons was already hard at work on his first venture: developing San Francisco’s Pier 39. Simmons worked tirelessly for five years obtaining permits, showing slideshows to neighborhood groups and charming city officials to complete his Pier 39 project. His enthusiasm was contagious. Simmons succeeded where U.S. Steel, Ford Motor Company, Kidder-Peabody, and other developers had failed, opening the famed tourist attraction in October 1978.

Three years later, he sold the waterfront complex and founded Chevy’s Mexican restaurant. Starting with one eatery in Alameda in 1986, Simmons grew the business to include 38 locations around the Bay Area.

While operating Chevy’s, Simmons struggled to find a reliable source of fresh cranberries for the establishment’s seasonal margaritas. To solve the problem, he purchased thousands of acres of farmland 300 miles south of Santiago, Chile, and created CranChile, the largest grower and processor of cranberries in the world. Although Simmons sold Chevy’s to PepsiCo in 1993, he continued to operate CranChile.

Simmons was also a partner in a real estate and construction business, imported monkeys from the Philippines for the production of Salk Vaccine, opened an electronics factory, founded the DISCO department store chain, and started the Tia Maria restaurant chain.

He was a faithful supporter of the Haas School of Business and was a former member of the Benjamin Ide Wheeler Society and California Alumni Association Cal Spirit Alumni Club.

He is survived by his wife, Caroline; his sons Scooter, Stuart, Gregory; his daughter Leslie, his stepchildren Natasha and Damian; his sister Margaret Brunhouse; and his six grandchildren.



## Documenting the Challenges of Disability

**Victor Pineda, BS 03, an alumnus with a severe disability, has made access for the people with disabilities his life's work. On December 26, 2004, he experienced first-hand the difficulties of disabled people in times of disaster in Thailand, where he was holding a workshop on disability and economic development when the Tsunami struck. Below he recounts some of those experiences and his plans for the future.**

In addition, Pineda has begun to document the lives of disabled people in the US and abroad through a series of short documentaries. His first, "In Cuba, Disabled," highlights the challenges of people with disabilities in Cuba. His latest innovation was establishing The Victor Pineda Foundation to create educational documentaries on disability by people with disabilities. To view Pineda's films, please visit <http://pinedafoundation.org/>.

In November 2006, Pineda received a Jefferson Award for public service. Jefferson Awards recipients are selected for doing extraordinary things without expectation of recognition or reward. Cesar Chavez, Jimmy Carter, Walter Chronkite, and Colin Powell have all been recipients of the award.

Pineda holds a dual degree with a BS in business administration and a BA in Political Economy of Industrial Societies as well as a Master's in City Planning, all from UC Berkeley. While at Cal he co-founded a new student group, the Disabled Students Union, served in the Residence Hall Assembly, and was elected an ASUC senator.

Ms. Sawala sways gently in a hammock. No one sees or hears her. She is 26 and non-verbal, living with her family at the entrance to a Thai national park, where her mother sells food to tourists. Ms. Sawala never leaves her hammock, but as I approached with my wheelchair, she began to smile and laugh and make sounds to her mother.

My condition, spinal muscular atrophy, is similar to Ms. Sawala as it severely limits my physical mobility. I sometimes forget, and the 22 countries I have visited since starting at Cal oftentimes seem like a dream. My travel and research granted me insights into economic growth, as well as its social repercussions. More than that, it unlocked my drive to make a difference.

I was in Thailand on December 26th, 2004, holding a workshop on disability and economic development when the Tsunami struck. It killed 5,500 people and destroyed over 6,000 homes there. In a policy piece I developed for the United Nations, I explore redevelopment in post-tsunami Thailand from a disability perspective. It highlights discrimination, acceptance, education, and employment. This short documentary has become a valuable tool for education and health professionals. I am adapting it to help Katrina-affected areas.

Around the world, people with disabilities are either aborted or abandoned. Facing systematic exclusion from health and education, their prospects are dim. In my films I engage people with positive examples, role models who live their lives like regular people. Some may not have an arm, but have life. Others can't see or speak but have vision and demand to be heard. I connect economic opportunities and social struggles. I work to change perceptions, and transform lives. However, this struggle is great.

Economic development is ultimately about empowerment and freedom. Poverty is a way of life for the estimated 600 million people that

live with disabilities. Almost 40% of all children out of school are children with disabilities. Social stigma relegates us to the margins, we are human capital that's irrationally undervalued.

I was born in Caracas, Venezuela, but have been a child of California for over 20 years. Cal brought the world to me literally. Cuba, Thailand, and Bosnia all became objects of exploration and subjects of my award-winning films, and have attracted attention to my non-profit, The Disability Media Institute.

My social change media ventures have lead to collaborative projects with large institutions like the UN and World Bank, and to the birth of a new foundation. The Victor Pineda Foundation empowers youth with disabilities by providing a media training and technology education center. I partnered with Public Interest TV Films and others to establish our country's first inclusive media center, this has since grown to become the national Disability Media Institute. The films produced by the Disability Media Institute aim to inspire, educate, and inform a global audience on the human condition, and share a new spectrum from which we can view ourselves.

I see my goal as bringing dignity to disability. It will touch all of us, at some point we each face limitations or constraints. At Haas I was surrounded by a talented and supportive network of faculty and friends who gave me tools that millions of others lack.

I then committed myself to share the privileges I have and to do so by exploring a variety of life's rewards and challenges through documentary film. I now embark on a journey to build a lasting social venture that can exist in the nexus between knowledge and action. My foundation shares my insights into success and determination. California and Berkeley have given me strength and allowed me to develop my unique abilities. Today I work to secure those same liberties for others.



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