Transforming Markets
In fields from biomimicry to consumer electronics, Haas graduates use technology management as a catalyst for change

IDEO’s Tom Kelley Named First Executive Fellow

The Risk in Real Estate Securities

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Pictured: Mark Osterhaus, MBA 06, Harrah’s Las Vegas
Christine Leong, MBA 06, JPMorgan Private Bank

On the Cover:
Transforming Markets
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Your Haas Network
Meet six individuals that make the Haas Alumni Network such a valuable resource.

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For further information, contact:
CalBusiness Editor
Haas School of Business
University of California
Berkeley, CA 94720-1900
510/642-2734
jstafford@haas.berkeley.edu

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John B. Stafford
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Valerie Gilbert, Ronna Kelly
Contributing Writers
Diane Anderström, Francesca Donner, Kim Grant, Hubert Huang, Lia Stekley
Design
Cuttriss & Hambleton, Berkeley
Print
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Tom Kelley, MBA 83, the general manager of the design firm IDEO, has been named the first-ever Haas School Executive Fellow.

The new position has been created for respected executives and thought leaders in a variety of fields. Executive Fellows will serve as advisors to the dean, faculty, and staff. Students also will gain exposure to these top thinkers and their trailblazing ideas as they participate in events and programs throughout the school year.

“This is an honor and I’ll do my best to give meaning to the new role,” says Kelley. “And although the dean has warned me that there may be other executive fellows in the future, I’ve lived in the Silicon Valley long enough to understand the concept of first-mover advantage.”

The school plans to appoint a handful of Executive Fellows over the coming year. Kelley will focus on helping the Haas School further strengthen its Leading Through Innovation initiative. He brings with him two decades of experience helping to build IDEO, one of the world’s most innovative design firms.

“With great honor I thank Tom Kelley as the first Haas School Executive Fellow,” says Dean Tom Campbell. “His deep insights about innovation are certain to inspire students and faculty alike and advance Haas even farther as an innovator in business school education.”

Together with his brother David, Kelley has managed Palo Alto-based IDEO as it has ballooned from 20 employees to more than 500. He also has written two influential books on innovation: The Art of Innovation (2001) and The Ten Faces of Innovation (2005).

Events at Haas

**October 13**

Homecoming Celebration
All the Haas School

**October 27**

SPEX Digital Media Conference
www.playconference.org

**Peer-to-Peer Leadership Training**

When Emily Walling, MBA 08, received 360-degree feedback as part of the her “Leadership” core course, she discovered some of her direct reports considered her less effective as a leader because they thought she didn’t always provide them with enough direction.

So when she registered for Peer2Haas, a structured peer coaching program designed to increase students’ effectiveness as leaders by helping them make measurable, favorable changes in their behavior, she decided to work on her ability to delegate responsibility.

“I always tried,” said Walling, who is also the MBA Association vice president for communications. “But at the last minute I’d say I do it myself. It’ll take longer to delegate. It was also difficult for me to trust others.”

Walling is one of 119 Fulltime Berkeley MBA students who participated this year in Peer2Haas, a recent addition to the suite of experiential learning activities offered to students as part of the school’s Leading Through Innovation focus. In Peer2Haas, students select one behavior from the “Leadership Self-Analysis Plan” they developed for a tall “Leadership” core course and concentrate on changing that behavior during the 1-month program.

The students work together with a partner and also meet with six-member coaching groups at least monthly. These meetings provide the students with opportunities to receive and practice coaching. The partnerships also create accountability.

“It’s just very hard to do these things on your own.”

Students have already reaped benefits from Peer2Haas, which began in January. Jennifer Malkin, MBA 08, says her improved organizational skills have helped her resolve conflicts between personal and professional obligations. And Walling believes her peer coaching will help her maximize her leadership potential.

“I’ve been practicing delegating more, setting a clear direction for the teams with which I work on and providing clear instructions when I delegate,” Walling says. “It doesn’t do much good to delegate if those you are delegating to aren’t clear on what they are supposed to do.”

A survey of Peer2Haas participants indicates these positive experiences are no anomaly. Eighty-nine percent of participants described themselves as “extremely committed” to Peer2Haas. The school plans to expand Peer2Haas to 250 participants next year.

Emily Walling, MBA 08, used her peer coaching time to delegate tasks to her direct reports.

CB

**Peers@Haas**

Tauren Huddleston, MBA 08, used his peer coaching time to delegate tasks to his direct reports.

CB

**In Brief**

**Contest Launched**

**October 13**

The Haas Leadership in Education Club launched its inaugural case competition at the Haas School on March 1, giving MBA students the opportunity to apply their skills to education reform in Oakland. It was the nation’s first case competition for MBA students focusing on the challenges of education. Both the club and the competition were the brainchild of Anna Ughtt, MBA 07. Ughtt was a teacher before earning her MBA.

The competition asked participants to provide ideas to help the Oakland Unified School District streamline the integration of its new “results-based budgeting” program.

The UCB Berkley team took first place. Alex Hood, MBA 07; Hilary Wells, MBA 07; Shaiwee Sen, MBA 07; and Heather Barondess of UC Berkeley’s Goldman Public Policy School took home $2,000 in prize money. The team competed against MBA teams from UCLA, MT, University of Southern California, Brandeis University, University of Georgia, and Northwestern University.

**Leading Through Innovation**

**October 27**

Play Digital Media Conference
www.playconference.org

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**Haas Open Raises over $100,000**

This spring’s 11th annual Haas Open golf tournament on May 14 at the Claremont Country Club in Oakland brought in over $100,000 in support of the Haas School Annual Fund.

More than 115 members of the Haas community played golf and participated in various contests, raffles, and auctions throughout the day. Ed Arnold, BS 85, the school’s executive director of curriculum innovation, says, “It just very hard to do these things on your own.”

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Emily Walling, MBA 08, used her peer coaching time to delegate tasks to her direct reports.

CB
Lowrey Family Endows New Chair to Study Financial Institutions

James Lowrey, MBA 64, and his wife, Marianne, have funded a new James J. and Marianne B. Lowrey Chair in Business. The new endowed position is intended to support the teaching and research of a faculty member who studies the behavior of financial institutions from a micro-economic perspective.

"No industry is changing faster than finance, and most major problems in an economy are first incubated in the financial system," Lowrey says. "Microeconomics is the discipline that underlies why banks, hedge funds, and other institutions do what they do. My intention in supporting a Haas faculty member in this area is to enhance the way this top-flight school helps students understand financial institutions."

Lowrey began his career in investment banking after graduating from Berkeley. He quickly rose to become one of the youngest partners at Salomon Brothers. Lowrey went on to manage his own investment firm, J.J. Lowrey & Co. At his firm, Lowrey founded Catalyst Energy, which in the early 1980s was the leading independent power producer in the nation and the first independent producer to be listed on the New York Stock Exchange.

Lowrey credits Haas, and economics Professor David Alhadeff in particular, with providing the educational opportunities and formative experiences he needed to succeed on Wall Street. "David Alhadeff was a real mentor to me," Lowrey says. "I saw many other examples of the school really putting students first, taking their needs seriously. Berkeley is a place with heart."

Lowrey is now a principal in Navarro Lowrey Properties, a developer of industrial and commercial real estate in West Palm Beach, Florida. He is also a principal in Catalyst Capital, a private equity firm located in south Florida. Lowrey is an avid skier, fox hunter, sailing enthusiast, windsurfer, and golfer.

The class consisted of three five-week modules: (1) Income, taxes, and credit; (2) Assets and risk management; and (3) Saving and investing. All three modules shared a common theme by focusing on a life-cycle approach to financial planning. The course was taught by David Robinson, with Arturo Perez-Reyes, and Greg LaBlanc, all three of whom are lecturers at Haas.

Teaching Teachers
Entrepreneurship
Forty-seven professors and officials from 12 countries converged in April at Haas for two weeks of training on teaching entrepreneurship at the inaugural Technology Entrepreneurship Education Global Faculty Colloquium. The colloquium was designed by the Lester Center for Entrepreneurship & Innovation with assistance from the Center for Executive Development. It was part of the Intel + UC Berkeley Global Entrepreneurship Education Program, which aims to foster entrepreneurship education and entrepreneurial activity around the world.

During the proceedings, attendees honed their teaching skills, learned how to create and run interdisciplinary entrepreneurship centers, and studied how to help other institutions build their entrepreneurship programs. They also immersed themselves in the Lester Center’s entrepreneurship program, attended classes, and observed the UC Berkeley Business Plan Competition and other experiential learning activities.

All of the attendees were involved in active entrepreneurship programs across the globe from Brazil to Russia.

MBAs Champion Clean Energy
Berkeley MBA students established the Berkeley Energy Resources Collaborative in 2005 to spotlight the cutting-edge research in energy and natural resources happening across UC Berkeley. Their efforts culminated in the Berkeley Energy Symposium in March, which highlighted 150 leading researchers throughout the university community.

The symposium opened with a keynote address from Stephen Chu, the 1997 Nobel Laureate in Physics and the director of Lawrence Berkeley Lab (LBL). Chu discussed the work going on at LBL, and its Helios solar energy project. The symposium also featured panel discussions ranging from alternative fuels to energy economics. Haas professors Severin Borenstein and Catherine Wolfram participated in the discussions.

Working diligently since last October, members of the symposium’s planning committee devoted hundreds of hours to bringing together a wide range of departments and schools at UC Berkeley. The symposium, which was covered in the San Francisco Chronicle, attracted 400 people from academia, government, and industry. UC Berkeley students filled the 100 spots reserved for them in only two days.

Social Venture Contest Thrives
The Global Social Venture Competition, started by five Berkeley MBAs in 1999, has grown into an international success and has attracted a record number of business plans and new partner institutions from around the world in its eighth year.

The competition aims to provide a global forum for entrepreneurs to showcase and improve their plans and for investors to support groundbreaking social ventures.

A record 157 teams from 80 universities in 20 countries entered this year’s contest, a nearly 40% increase over last year’s 113 submissions. This year, the Yale School of Management and the Indian School of Business joined the existing partnership between Haas, Columbia Business School, and London Business School. The University of Geneva and a consortium of business schools in Korea, called Social Venture Competition Korea, also joined as affiliates.

For several years, the location of the competition finals rotated among the three partner schools. In 2007, the finals returned to Berkeley, where they will be held from now on. The Berkeley MBA team, Revolution Foods, won the $25,000 grand prize at this year’s competition finals held on April 13. For more on Revolution Foods, see page 17.

Three teams – Verduce from Thammasat in Bangkok, Thailand; Babson College’s Feed Resource Recovery; and Stanford University’s d.light – tied for second place, each winning $5,000. d.light also won the $5,000 prize for providing the best Social Impact Assessment.

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Power of Ideas
by Ronna Kelly

A House of Cards
Prof. Nancy Wallace warns of risk in real estate securities.

“Average investors lose when they trade stocks,” says Prof. Terry Odean. “The institutional investors are the pros. They are the guys who show up in that backroom every day, and that’s how they make their living.” Odean says. “When you start trading actively, you are betting you are going to outsmart the pros, who are historically smarter.”

“The losses by individuals in Taiwan were shocking,” Odean says. “It’s a lot of money.”

With working with Haas Associate Professor Richard Stanton and Rice University Assistant Professor Christopher Downing, Wallace developed a new way to calculate the implied volatility of the return on properties underlying commercial mortgage-backed securities. The trio was the first to provide an empirical test of such a model, using a sample of 14,000 properties in 286 deals between 1996 and 2005. They found that the return volatilities by property types are substantially larger than those calculated by either rating agencies or investment banks.

“The banks and rating agencies have been lulled into a sense of complacency about how volatile real estate returns are,” Odean says.

Odean believes individual investors should start paying attention to risks that the banks and rating agencies do not. Odean believes that individual traders are more likely to be wrong in a recent working paper titled “Just How Much Do Individual Investors Lose by Trading,” which he coauthored with Brad Barber of the University of California, Davis, and Yi-Tieng Lee and Yu-Jane Liu, both of the National Chengchi University in Taipei. The paper is based on the most comprehensive sample of trading behavior ever studied: all trades by all investors on the Taiwan Stock Exchange from 1995 to 1999.

According to Odean’s research, the trading activities of individual investors reduce individuals’ annual returns by 3.8 percentage points. Odean and his co-authors estimated that trading losses by individual investors totaled a whopping $32 billion during the sample period – the equivalent of 2.2% of Taiwan’s gross domestic product or 2.8% of total personal income.

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There are, however, some differences between the Taiwan Stock Exchange and US stock markets. Taiwanese investors trade stocks nearly three times more frequently than investors on the New York Stock Exchange. That means Taiwanese investors pay more in transaction costs, which subsequently eat away at their gains. Odean and his coauthors estimated that slightly less than two-thirds of the losses suffered by Taiwanese individual investors stem from transaction costs.

Moreover, the majority of investors in the Taiwan Stock Exchange are individuals, who account for roughly 90% of all trading volume.

Odean hadn’t been able to quantify the proportion of US stock market investors who are individuals, but it’s clearly lower than in Taiwan. That means the other side of a stock trade by a US individual investor is more likely to be an institution who knows more than the individual.

“There’s a nine-out-of-ten chance that an individual investor in Taiwan is trading with another individual who is equally uninformed, and there’s only a one-in-ten chance the individual is trading with an institution who is better informed,” Odean notes.

“In the US, there are more sharks in the water,” he adds, referring to professional institutional stock traders.

In a previous analysis of trades through a US discount brokerage, Barber and Odean estimated that individual investors reduced their returns by about 2 percentage points through trading, which is about half the loss of Taiwanese individuals.

What does all this mean for active stock market investors in the US? Odean believes individual investors should start paying attention to risks that the banks and rating agencies do not.

In another recent study, Wallace, Downing, and Haas School Professor Dwight Jaffee were the first to document that banks were selecting the riskiest pools of home mortgages – the lemons – to sell into the securitized bond market. They found that those pools were more likely to contain mortgages in which borrowers prepaid or defaulted on their loans. This paper has drawn intense scrutiny from Freddie Mac and has helped to pressure the quasi-governmental entity into disclosing more information about underlying mortgages.

Although loan cherry-picking by banks and Freddie Mac may sound like a bad practice, sound economics suggest that it increases liquidity to banks for lower quality loans. The transfer of termination risks into a variety of bonds allows a broad spectrum of suitable investors to participate in this market, Wallace explains.

“It means that the market has innovated and created new capital market structures that really do solve a significant problem and provide much needed liquidity to lower-valued mortgage assets,” Wallace says. The challenge, as Wallace has shown, is to provide accurate and transparent models that investors can use to price and correctly calculate their true risk exposures.

In her latest research paper, Wallace examined the $478 billion commercial mortgage-backed security market, which has grown an average 18% per year since 1997. Mortgage-backed securities are bondlike assets that are created by bundling residential or commercial loans and selling them on the secondary market.

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Tearing Down the Walls

Adjunct Professor Henry Chesbrough argues that business must open up to foster innovation.

In the earliest phase of the technology, it pays to be very open. Neither you nor others know yet the best use of a particular technology, and no one has an appropriate business model to commercialize any applications either. As the dominant design emerges, the protection for one’s ideas becomes very important. In the mature phase, IP management must become more differentiated and segmented, to support different applications of the technology in different uses. In the decline phase, firms can now aggressively harvest the fruits of their earlier investments in IP protection.

To see the benefit of this approach across phases of the Technology Life Cycle, consider the problem Microsoft is facing with pirated copies of Windows in China. In the US and Europe, Windows has become the dominant PC operating system, and growth in those regions now is quite flat – placing it squarely in the mature phase of the technology life cycle. In China, however, matters are quite different. The rising economic prosperity of the country has created a recent boom in the number of PCs selling in the country, so that in this region, the technology life cycle is transitioning from emerging to growth.

One-size-fits-all thinking would suggest that Microsoft should seek to employ the same protections against software piracy in China that it uses in the United States. This would mean that the company (perhaps in concert with other prominent software companies) should vigorously police the use of its software, and undertake prompt legal action against any and all illegal use, wherever in the world such illegal activities are found.

A more nuanced view of where Windows falls in the TLC suggests a dramatically different approach. In the United States, Microsoft has won the battle for the desktop. Its Windows operating system enjoys a market share in excess of 90%. Even the rival operating system of Linux, from the open source community, poses little real threat to Microsoft’s position on the desktop. In China, however, the battle for the desktop is still very much in progress.

While Microsoft is in the lead, Linux is making a strong challenge. In fact, the Linux community has signed a deal with the Chinese government to make Linux the default operating system for computers in the Chinese educational system. In this context, applying Western IP enforcement policies to stem the flood of illegal copies of Windows in China risks winning the battle (to deter and punish IP infringement) while losing the war (to become the dominant standard on the desktop). So long as Linux remains a serious rival for the desktop operating system of choice in China, Microsoft should actually welcome pirated copies of its software. Illegal copies of Windows are free, which helps Microsoft offset the initial cost advantage of “free” open source software. Every copy installed on a Chinese computer that is used by one or more Chinese citizens brings one more person into the Microsoft ecosystem. This strengthens Microsoft’s market for third party developers of applications, tools, and other complementary products (some of which are made by Microsoft itself, so that Microsoft can make money on pirated versions of Windows through these other products). More importantly, it denies Linux that next new customer that would similarly strengthen its ecosystem against Windows.

If Microsoft succeeds in discouraging piracy of Windows in China, it is far more likely to drive the user of the pirated software into the Linux camp than it is to drive them into the legion of paid-up users of Windows in China. So long as Linux remains a strategic threat to Windows, this is the exact opposite of what Microsoft’s IP management should be trying to accomplish. Microsoft’s IP management strategy in China should be focused on securing the victory of Windows on the desktops of all PC’s in China. That may require deliberately lax enforcement efforts against pirated copies of Windows for the short and medium term. And there are hints that Microsoft may be doing just that. Only after the Linux threat has been seen off does Microsoft have the luxury of then tightening up the protection of Windows against piracy, as it is now doing in the West.

For Windows, this is exactly the approach taken in the earlier phase of the TLC in China, when compared to its approach to protecting its IP around Windows in the United States. This suggests that IP management must be driven first and foremost by the business objectives of the company, and not by a legal perspective.

A legal perspective might well be, for example, that lax enforcement of IP in one region sets a bad precedent for IP enforcement in other regions. Another legal view might be to pick an especially egregious case of piracy of Windows in China to set an example for others who might seek to copy Windows illegally themselves. There are worthy points to consider, but we are subordinate to the strategic objective of establishing the market position of the default standard operating system in China. Unless the legal team is included in all of the key business and strategic decision-making for Windows in China, the legal specialists, doing their jobs as best as they know how, might inadvertently sabotage the overall strategy.

As Jason Oppenheimer, MBA 03, set out to launch PAX Water Technologies with two colleagues last year, he faced a near-Sisyphean task: selling the idea of a new “green tech” water mixer to the managers of California’s water utilities. Oppenheimer needed to convince the managers to replace massive 20-foot tall, 400 pound traditional mixers with PAX’s tiny 6-inch long by 4-inch wide impeller, which seemed like convincing them to use a spoon to stir a swimming pool.

“Most of the water utilities we’re selling into have been around 30 to 100 years and they’re very reluctant to work with a new company, never mind a new product,” says Oppenheimer, a 35-year-old environmental engineer who worked in water pollution control in Oregon before he earned his Berkeley MBA.

To sell the case for PAX Water, Oppenheimer says he applied what he learned about business strategy in his Management of Technology (MOT) classes, which are designed to teach business and engineering students how to address the challenge of bringing new technologies to market. Like other water mixers, PAX’s impeller keeps drinking water from stagnating in storage tanks, ensuring disinfectants are mixed thoroughly to prevent bacterial growth. But PAX’s biggest selling point is that its mixer promises to conserve energy by up to 80% for some utilities, consuming the energy equivalent of just two light bulbs when used in a four-million-gallon storage tank. And at $25,000 to install, it also costs less than rival technologies.

The PAX Mixer technology is rooted in the principles of biomimicry, a new approach to engineering that takes its inspiration from forms and processes found in nature. Those principles can be used to design everything from cooling fans to bandages. The PAX Mixer is designed to create a vortex, which is the path of least resistance for efficient fluid movement in nature. “At PAX we see how fluid moves in nature and we use that to inform our approach to every business opportunity,” says Oppenheimer, who counts two former Haas grads, Trevor Daughney, MBA 03, the PAX group’s vice president of sales and marketing, and Peter Fiske, MBA 02, the CEO of PAX Mixer and former CEO of startup RAPT Industries, as part of his work network.

Oppenheimer, PAX Water’s vice president of marketing, used what he learned at Haas to develop a business plan and, within months, had convinced two of the biggest utilities in California to try the mixer. “I never would have been able to do something like that before I came to the MOT program,” he says. “This program gives you a sense of comfort when you go out into the real world.”

Oppenheimer’s path is unique, but only one example of the innovative way hundreds of MOT students are coupling business and technology skills to start new businesses, create new markets, improve lives in third-world countries, or to manufacture a single product.

Now in its twentieth year, MOT has grown from a small cluster of classes to UC Berkeley’s largest interdisciplinary certificate program, enrolling students from the Haas School, Berkeley’s College of Engineering, the School of Information, and other departments on campus. MOT graduates have built a powerful network in the US and abroad, from the halls of high-tech startups and venture capital firms to the executive ranks of Fortune 500 companies such as Google and Microsoft. For the 1,000 students taking MOT classes each year, the program’s benefits remain the same as when it was founded.

“We are about helping graduate students at Berkeley understand how technology creates value for people, companies, and society at large,” says Andreas Baader, the executive director of MOT and Haas School adjunct professor. “That’s our mission.”

While MOT’s goals have remained constant over the past 20 years, its approach has evolved along with changes in the global economy and especially in response to the needs of technology-intensive industries. During the early
Han Feung, MBA 03, applies his MOT classes as a senior manager of new product planning at Samsung in Seoul, South Korea.

The two connected again after Sinha launched the startup media network, Documo, where Sharif eventually joined the San Francisco-based company as senior director of product management.

“The main benefit of the MOT program was the people,” says Sinha, who also thanks Isaacs for introducing him to Kleiner Perkins Caufield & Byers, the Silicon Valley venture capital firm that is backing his company.

At PAX Water, Oppenheimer says his MOT classes provided the tools he needed to merge his passion for public health with a new business venture. “I really think that my MOT classes tied together everything I learned in business school,” he says, noting that Isaacs remains an advisor to his company. At the end of the program, Oppenheimer says, “you put away your books and retain the core concepts, applying them continuously in the real world.

PAX Water is starting to accumulate a number of successes. Its first customer, the City of Ontario, Calif., purchased a PAX system in April with plans to order more. Redwood City, Calif., signed on with PAX last spring after participating in PAX’s beta testing program.

Here we are a year later and we already have our first purchase orders, and large entities are interested in working with us,” Oppenheimer says.

As PAX moves toward profitability, the company intends to market its water mixer across the country and possibly abroad. In the less developed world, its relatively inexpensive systems could improve the delivery of safe drinking water and sanitary services with solar-powered treatment technologies.

Those goals fit neatly with the mission of MOT, Isaacs says.

“We’ve always believed that the MOT program isn’t just about making money,” Isaacs says. “It’s about changing the world. One innovation at a time.”
Daniel Yu, BS 77, MBA 80
President for Greater China, Sun Microsystems, Inc.
Hong Kong

Long before China’s economic explosion began, Daniel Yu, BS 77, MBA 80, recognized China’s enormous promise and helped Sun Microsystems establish its foothold in the market. Yu is now president of Sun for greater China, a position he has held for 13 years. Although he claims he was in the right place at the right time, Yu concedes that breaking into China was “extremely challenging.”

Born and raised in Hong Kong, Yu moved to San Francisco at age 16. Two years later, he began his studies at UC Berkeley as an undergraduate. He later enrolled in the Evening & Weekend MBA Program at Haas, finishing in just two years and one summer while working at Ford’s aerospace division in Palo Alto.

“There is no conventional thinking on campus,” Yu says about Berkeley. “It’s all about asking the question, ‘why not?’ and having traditional barriers removed. The creativity, the innovative thinking is the most important thing we learn at Berkeley.”

Yu says Haas groomed him well for his career, especially after he joined Sun Microsystems in 1985. After achieving success at the company headquarters, Yu returned to Hong Kong to manage Sun’s business there. “At the time, there were considerable barriers to both entry and expansion,” says Yu.

Yu has always been positive about the opportunities in China and has possessed a strong belief that he can help drive Sun to serve that market. “Those markets were logical choices from a supply-and-demand standpoint,” he says. “They were such a good match for Sun’s objectives.” True to his predictions, the Chinese market is one of the fastest growing economies in the world.

But Yu’s passion didn’t stop with building Sun’s China business. He has recently focused his energy on the Sunshine Education Fund, an organization started by Sun’s Hong Kong employees dedicated to providing kindergartners through sixth-grade students with an education. The Fund has built schools throughout China and has raised money for thousands of scholarships. Yu is also actively engaged in the Berkeley Club of Hong Kong.

As for the success he’s had over the years, “I say he doesn’t spend much time considering it,” Yu says. “I take my children, my wife, and my colleagues decide whether I am successful.”

Stefanie Lenway, MBA 79, Ph.D. 82
Dean, College of Business Administration
University of Illinois at Chicago (UIC)

As dean of the College of Business Administration, Stefanie Lenway, MBA 79, Ph.D. 82, wants the Windy City to be known for its innovative business community instead of its gusty weather. “Ultimately what I’d like to do is link Chicago with other entrepreneurial hotbeds like Silicon Valley,” Lenway says. “I’m trying to get more venture capitalists to come to Chicago and take a look around.”

Since her arrival in 2005, Lenway has designed several initiatives to foster students’ entrepreneurial spirit, including a master’s program in innovation and an innovation generation scholars program, a mentoring partnership with Motorola. This summer the college plans to launch an interdisciplinary innovation center drawing on research from other colleges at UIC.

“I am always looking at entrepreneurship and innovation because it’s a way people can really contribute to economic growth while at the same time drawing on their creativity and engaging in freedom of expression,” Lenway says.

The daughter of a commodities and currency trader, Lenway, who received her undergraduate degree in politics from UC Santa Cruz, grew up in an entrepreneurial household. Having an interest in business and in academic inquiry, Lenway stayed at Haas after finishing her MBA to complete her Ph.D. in business and public policy.

From there Lenway made a career in academia. After two years at Washington University, Lenway spent over two decades as a faculty member at the Carlson School of Management, publishing books and articles on international trade policy and new industry creation, globalization, and technology management. During her last three years at the Carlson School, she was the Associate Dean for MBA Programs.

Pedro Woo, MBA 72
President, Welton Electronics, Ltd.
Hong Kong

Pedro Woo, MBA 72, is a man with a sweeping, cinematic vision. “It’s the kind one might see looking into a pair of his ‘magic goggles.’”

Woo’s “magic goggles,” or the Argo Private Viewer, allow their wearer to watch movies without having to look at a screen. “The goggles give you a feeling like you’re in a cinema, so you can forget what’s going on around you,” Woo says.

Welton Electronics reflects Woo’s conscious decision to combine his training in management and in electrical engineering. After receiving his MBA, Woo returned to Hong Kong and started out in merchant banking. He quickly decided to shift into electronics, thinking his UC Berkeley engineering degree would give him a ‘comparative advantage.’

After working at Fairchild Semiconductor, Woo moved in the early 1980s to hi-fi audio business Morse Electronic Products. Morse was later bought out by Carlisle-Maths, which decided to eliminate the overseas business. The firm gave Woo the job of selling Morse. After several months, no buyer emerged.

Woo, sensing the opportunity of a lifetime, orchestrated a management buyout. His fellow managers declined to chip in, so Woo bought the company on his own. He changed the company name to Welton Electronics and continued building products for companies such as Sharper Image. In 2002, Woo met an engineer with an idea at a UC Berkeley luncheon and the concept for the “magic goggles” was born.

The goggles resemble a pair of sunglasses and plug into any PC, DVD player, 3G phone, iPod, or game-console to create an immersive viewing experience with surround sound.

Woo is hopeful that the product will be used in other industries. “The goggles are a good learning tool,” he says. “They can be used by drug companies, doctors, police departments, and the airline industry.” As Woo speaks enthusiastically about his new product, it is apparent that his greatest satisfaction comes from happy customers. “That,” he says, “means more than money.”
Kirsten Tobey, MBA 06, and Kristin Richmond, MBA 06
Co-Founders, Revolution Foods
Emeryville, Calif.

School lunches usually evoke images of processed macaroni and cheese and ‘mystery meat.’ But Revolution Foods co-founders Kirsten Tobey and Kristin Richmond, both MBA 06, hope to change that image to roasted barbecue chicken and couscous.

Since last August, work at Revolution Foods has started at 4:00 a.m., putting together nutritious and mostly organic meals for select Bay Area schools, primarily in low-income communities with little access to healthy food. And with their company’s rapid growth, the work isn’t likely to subside. Revolution Foods’ deliveries doubled to 1,500 meals per day at the start of 2007 and are expected to double again before the year’s end.

Although Tobey and Richmond had worked in food service programs before coming to Haas, where they met, they developed their focus and operating principals in their classes. Those principals include environmental responsibility, providing benefits to employees, and offering above-living wage compensation.

“This experience really motivated me to create Team MBA with the mission of mobilizing the MBA community to give back,” said Wilson, president and CEO of the Graduate Management Admission Council (GMAC), a Hall Distinguished Alumnus. “I wanted to see things beginning from zero -- how you build a show and deal with problems,” Jiang said. “They want to make the show different than anything they’ve done before, so it’s kind of like a startup even though it’s not in the corporate world.”

Now Jiang works on virtually every aspect of Business Hour, which began last October. Together with a team of ten, she developed the show’s format: two five-person panels and two injectively edited, with Jiang and her co-host moderating. Jiang’s past guests include Mark Fischer, managing director of National Basketball Association China, and numerous CEOs in China. Jiang attributes the ability to quickly ‘shorten the distance’ between herself and guests to her Haas education, which gave her business insight many other journalists lack.

Her Haas degree even helped her open the doors for the show. At a Guanghua Business School event, she spotted former Haas Dean Laura Tyson. Tyson granted her a 20-minute exclusive and another interview later that day. “That Haas connection really worked!”

The first door Wilson’s MBA opened was an accounting job where he worked before accepting a teaching position at Queen’s University in Kingston, Canada. In the classroom, Wilson, who holds a Ph.D. from the University of Illinois, developed a passion for helping others realize their potential and established a distinguished career in the academy. Wilson taught at the University of Illinois, Harvard Business School, and at the University of Texas at Austin.

Seeking a new challenge, Wilson returned to public accounting as a line auditor for Ernst & Young, where he was quickly made partner and tapped to manage the firm’s educational services before retiring in 1994. Four months after retiring, another door opened and it lead to GMAC.

Its credo, “Making a Difference One Degree at a Time,” is a philosophy Wilson has applied throughout his career as a professor, public accountant, and now president and CEO of GMAC, which administers the Graduate Management Admission Test (GMAT), a requirement for application to US business schools.

“Throughout my career I have always asked ‘what is the greatest problem you face?’” Wilson said. “That Haas connection really worked!”
1. IDEO General Manager Tom Kelley, MBA 83, discussed his book, The Ten Faces of Innovation at a Dean’s Speaker Series event that was also part of Professor Jennifer Aaker’s class on “Creativity and Innovation in Marketing.”

2. Global healthcare professionals gathered for the Haas School’s inaugural, student-organized Business of Health Care Conference. Keynote speakers included Kevin Young, Executive Vice President of Commercial Operations for Gilead Sciences, and Mary Ann Thode (pictured), President of Kaiser Foundation Health Plan and Hospitals for the Northern California region.

3. This year’s Asia Business Conference examined the region’s breakout growth opportunities and prospects for sustainability. Speakers included Dr. Edward Tse (pictured), MBA 88, Booz Allen Hamilton’s managing director for Greater China, and Ron Hossog, principal of Hossog & Associates and one-time developer of Microsoft’s Asian expansion.

4. San Diego Padres CEO and Haas School Board Member Richard “Sandy” Alderson addressed the importance of ethics in business in his commencement speech to this year’s Berkeley-Columbia Executive MBA class.

5. Former White House Chief of Staff Leon Panetta (pictured here with Nora Silver, director of the Nonprofit and Public Management Program) discussed advancing “public good” at this year’s Nonprofit and Public Management Student-Alumni Leadership Dinner.


7. Dean Campbell, Natasha Sack, MBA ‘95; Linda Behrke, MBA ‘96; and Lester Center Executive Director Jerome Engel attended Behrke, partner with Golding Capital Partners, and Sack, CDO of Tallywood Venture Capital, are the co-chairs of the Haas Alumni/Network VC Alumni group, along with Rich Bukstel, MBA ‘00, partner with Sevin Rosen Funds, and Bill Harrington, MBA ‘99, partner with Three Arch Partners.

8. (8A) John Doerr, a partner at Kleiner Perkins Caufield & Byers, pictured with Intuit Chairman Bill Campbell, was honored with a Lifetime Achievement Award from the Lester Center for Entrepreneurship & Innovation. On hand to pay tribute were (8B) Partners Brook Byers and Tom Perkins. (9A) Sequoia Capital Partner Mark Kavvme, BA ’85, shared strategies for extending one’s reach in business at the eighth annual Haas Alumni/Network Celebration in Silicon Valley.

9. MBA students from top schools tackled real-life challenges faced by leaders of education reform at the inaugural Haas Education Leadership Case Competition. Judges included Barak Ben-Gal, then financial services manager for Oakland Unified School District.

10. “Innovation: Beyond Business as Usual,” was the theme for this year’s Women in Leadership Conference. Keynote speakers included (10A) Mitchell Baker, CEO of Mozilla Corporation, and (10B) Jennifer Maxwell, co-founder of PowerBar, who holds a BS in nutrition from UC Berkeley.

11. Aron Brown, executive director of Risk Methodology at Morgan Stanley, delivered the commencement address to the Master’s in Financial Engineering class. Brown’s www.eRaider.com has been named by Forbes as one of the best websites on investing.

12. The inaugural Berkeley Energy Symposium highlighted the work of 150 leading researchers in the university community. Keynote speakers included William Banholzer (pictured), Chief Technology Officer of Dow Chemical Company, and Nobel Laureate Steven Chu, director of Lawrence Berkeley Lab.

13. Intel co-founder Gordon Moore and Sun Microsystems co-founder Scott McNealy discussed “Innovation: In the USA and in the World” at the fifth annual Haas Alumni Celebration in San Francisco, hosted by Don Fisher, BS ’50, founder and chairman of Gap Inc.

14. Salesforce.com Chairman and CEO Marc Benioff addressed this year’s MBA graduates at their commencement on May 20. Benioff is known both for pioneering web-based enterprise applications and for his commitment to philanthropy.
T

he Haas Alumni Network (HAN) volunteers and staff capitalized on the recent excitement and focus of the school’s new “Leading Through Innovation” initiative to create its own updated strategic vision.

A dedicated group of alumni, students, and staff worked throughout the summer and fall of 2006 to develop the new strategic framework. We confirmed that HAN’s mission is to drive allegiance, connection, and contribution to Haas and that HAN cultivates ambassadors to motivate investors, build and foster community, and deliver innovative programs and services. HAN plans to build on its strong foundation by delivering seamless engagement with the Haas School via the integration of teams, communications, and programs, as well as by cultivating the emotional connection between Haas and its constituents.

In our 2007-2009 HAN Strategic Plan, HAN is focusing its efforts in three key opportunity areas: (1) integrating the delivery of events, communications, and services; (2) communicating and promoting HAN’s mission and values in a powerful and compelling way; and (3) empowering people.

Already, the Development and the Alumni Relations teams have begun to work more cohesively to achieve mutual goals. The teams of staff and volunteers are working synergistically to help each other better serve our constituents. Going forward, messages, communications, programs, and events will be increasingly coordinated to achieve our shared overall mission.

In other news, Melissa Johnson and Leslie Kanberg joined the team this winter help grow the Annual Fund and to expand the alumni network. Melissa serves as the director of the Haas Annual Fund and Leslie is the new director of Alumni Relations.

Melissa joins Haas after serving as the director of Annual Giving at UC Berkeley’s Boalt Hall School of Law for the past two years where she increased overall giving by 36%. She can be reached at mjohnson@haas.berkeley.edu. Leslie has extensive program development and international experience having served as the director of international programs at UC Berkeley Extension for nine years. Leslie can be reached at leslie@haas.berkeley.edu.

Please join me in welcoming them to the team! Best wishes from campus.

Tenny Frost, executive director, Alumni Relations

Please join me in welcoming them to the team!

Fax Box, BS 57

www.haas.berkeley.edu/alumni
enjoying watching them grow up. We are regulars at home football games at Cal. Best wishes to all.”

1984
Jeff Morgen, BS, is vice president, finance at Bob Pictures Inc., a venture-backed digital media company focusing on the $4 billion wedding photography segment. He writes, “I’m living in Marin County with an amazing wife and daughters.”

1988
Scott Sachs, BS, was named managing partner of the Good Swartz Brown & Beris LLP in the San Fernando Valley office. He has been a partner at GSBB for five years. Prior to joining the firm, he was a partner at Arthur Andersen LLP in the firm’s Woodland Hills (Los Angeles) office.


1989
Richard Pearson, BS, MBA, see MBA 1998 notes.

1990
Kirk Crenshaw, BS, of San Francisco writes, “My wife and I welcomed Scarlet Allena Crenshaw into the world on June 22, 2006. I’ve been working diligently to get a new company off the ground. Demandbase (www.demandbase.com)”

Merit Herman, BS, moved from Danville, Calif., to Anderson, S.C., in 2006 but writes he is likely to return soon to cheer on the Bears. He is senior managing partner of Precision Consulting Inc. He and his wife, Kimberly Ann, have twins, son Preston Royce and daughter Monaara Bliss, born March 20. He does volunteer work with PCI Foundation and Habitat for Humanity.

Vidya (Ramanjaneya) Kagan, BS, and her husband, Steve, welcomed their son, Brady, into the world on March 14. Brady and his big sister, Reena (3 1/2), are training to be avid Bears fans. The family lives in Needham, Mass.

A.T. Kippes, BS, was featured on Good Morning America Weekend Edition in March. He is an attorney with The Business Litigation Group in San Francisco.

1996
Cohen & Gardner, LLP, the entertainment law firm founded by Jeff Cohens, BS, of Beverly Hills, is entering its fifth year. In the past five months, Jeff’s clients and projects have been nominated for three Golden Globes and two Emmy Awards. Additionally, Cohen & Gardner had two films premiere at the 2007 Sundance Film Festival and two shall premiere at 2007 Cannes. A recently completed film of note for the firm is My Blueberry Nights,” directed by firm client Wong Kar-Wai and starring Natalie Portman, Rachel Weisz, Jude Law, and singer, Norah Jones.

1997
Joece Willson, BS, series, “After working in the tech industry for five years in the Bay Area, I moved to New York to pursue my MBA and graduated from NYU in 2005. Since graduation, I have been working for Time Warner in corporate finance here in New York. Living in New York is a great experience, and working for Time Warner is getting me a lot of exposure in the entertainment industry. I wish to continue working in the entertainment business going forward. I hope being part of a company that touches and entertains millions of people everyday. I do miss California, however, especially going to watch the Cal football games with my family Go Bears!”

Alice Chen, BS 99, with her groom, Alan Lee

1998
Alice Chen, BS, and Alan Lee, were married September 30, 2006, in Alhambra, Calif. Alice works in marketing at American Express, and Alan works in sales and business development at Lega Mason. They live in New York.

1999
Lilly Darelis, BS, of Jakarta, Indonesia, writes, “I am happily married for two years to Suagarto Kolim and have recently welcomed our beautiful baby daughter, Fira. Career-wise since 2002 I have been a director in my family’s property development company (developing malls, apartments, hotels, etc. in Jakarta, Bali, and Singapore). Lately, I have been suprised by Fira, and have been writing children’s stories and songs. I am working on publishing the works sometime in the very near future.”

Kingston Wu, BS 99

Don Fisher, BS 50, Named Cal’s Alumnus of the Year

Haas School alumnus Don Fisher, BS 50, chairman emeritus and founder of Gap Inc., was given the California Alumni Association’s 2007 Alumnus of the Year Award at its Charter Gala in San Francisco on March 24. The award is the highest honor given to a graduate of UC Berkeley.

Fisher is a visionary in specialty retailing. Since its beginnings in 1969 as a jeans-only store in San Francisco, The Gap, the company he started with his wife, Doris, has grown and expanded to become one of the greatest successes in retailing history. For over three decades, Fisher, as chairman and CEO, grew Gap, Inc., into one of the world’s best-known brands and largest specialty apparel retailers, with annual sales of approximately $15 billion. The company employs more than 165,000 people and operates stores in North America, Europe, and Japan under the Gap, Old Navy, and Banana Republic brands.

In addition to his leadership of Gap, Inc., Fisher has long been a community leader and philanthropist. He serves on the board of trustees of the San Francisco Museum of Modern Art and is a director of the Boys & Girls Clubs of America. Fisher is a member of the California State Board of Education and a director of EdVoice, KIPP Charter Public Schools, and Teach for America.

Fisher is among the largest individual donors to Berkeley. Among many other gifts, in 1995, he gave $5 million to establish both the Fisher Center for Real Estate and Urban Planning and the Fisher Center for the Strategic Use of Information Technology at Haas. He and three other Berkeley alumni gave $12.5 million to fund the men’s and women’s aquatic programs on campus.

In 1986, Fisher was named the Haas School Alumnus of the Year. He is currently the chair of the Haas Board.
Samir Shah, BS, writes, ‘I will graduate from Southern Illinois University School of Medicine with my M.D. on May 18, 2007. Then I will start my four-year internship at the Medical College of Wisconsin in Milwaukee. After that year, I will spend the next four in Memphis, Tenn., at Baptist Memorial completing a diagnostic radiology residency program.’

2000
Daniel Phung, BS, married his college sweetheart, Carolyn Pan, in Tārín Pak Park, April 14. After finishing his MBA at MIT Sloan in June 2000, he started working at Bay Area.com in the areas of business development and strategy.

2001
Nicole Wong, BS, was named one of the country’s top 30 business reporters under age 30 by the TFR Group/NeedDivs. The San Jose Mercury News reporter received this recognition in April for her industry coverage throughout 2000 of how Hewlett-Packard has been reshaping its worldwide workforce and solidifying the way it does business as opportunities arise from technological advances and pressures mount from global competition. Her stories about HP, the world’s largest technology company, based on revenue, ranged from a data-driven examination of how HP was intentionally charming its workforce to fuel its financial turnaround to an up-close-and-personal look at the psychological coping strategies adopted by people who were laid off from HP, which has passed out more pink slips than any other Silicon Valley company between 2000 and 2007.

2002
Natalie Mencelised, BS, writes, ‘Since getting married in October 2001, I concentrated on enjoying my life especially on traveling the world with my husband. Alex, and with my friends, and on volunteering I visited China, Costa Rica, Thailand, Japan, UK, Tahiti, Spain, Germany, and Russia – all for fun! Over a year ago, I got involved with an outstanding nonprofit, Upwardly Global. This organization helps highly qualified foreign-born professionals to restart their careers here in the United States. Please visit them on Instagram.org. You can make a difference in someone’s life and career. After several years at Ernst & Young, I am now working as a senior accounting manager at Tumbleweed Communications in Redwood City. Look me up and let’s go for lunch if you are in the area.’

2007
Rajes Patel, BS, of San Francisco works at eBay in San Jose. He writes, ‘Life has been, well, very interesting for the past couple of years, but overall prospects are looking up. I am enjoying my career and have been preoccupied with family responsibilities. I hope all of my friends and colleagues are doing well.’

South Asian MBA Association

Dr. Anurag Maira, MBA 05, and Ketan Shah, who work together at Johnson & Johnson, have formed a nationwide association called the South Asian MBA Association (SAMBAA) to promote connections among South Asian MBAs. SAMBAA aims to provide a platform for mentoring, leadership development, and for fostering entrepreneurial and corporate career opportunities. The Haas Alumni Network is SAMBAA’s first educational partner. The organization will be open to MBAs from any business school who are either South Asian or have an interest in South Asia.

For more information, visit: http://www.sambaa.org.
Help us Connect with Lost Alumni

Reunion Weekend 2007 was a huge success. Now we need your help to ensure Reunion Weekend 2008 will be even better.

We want everyone from the upcoming 5th - 25th reunion classes ending in 3s and 8s to hear about the special activities we have planned for them next year!

Help us find these missing Haas alumni celebrating their reunions in 2008. If you know how to contact one of these missing alumni, please provide their contact information to the Haas Development & Alumni Relations office at alumni@haas.berkeley.edu or call 510-642-0727.

Go Bears!

1965

Russell Kalmacoff, MBA, of Calgary, Alberta, Canada, is president of the Berkeley Alumni Club of Canada. He was appointed to the Province of Alberta’s Value-Added and Technology Commercialization Task Force, a seventeen-person body recently established by the new progressive conservative government. (www.advancededucation.gov.ab.ca). He writes, “This task force is one of the key actions under Premier Ed Stelmach’s plan to diversify the economy, which has oil reserves larger than Saudi Arabia – and growing. The task force is looking to me to show how we can achieve synergy among the universities, industries, and financial community similar to the Bay Area. We’re particularly interested in the genetic skills of venture fund management that can be applied to opportunities in the cleanTech/greentech/ecoTech areas. I would welcome inquiries, my e-mail address is rkal@telkomsinc.com.”

1966

Flagg Taylor, MBA, retired in April 1966, writes, “We plan to remain active in April, and spend time between our homes in social circles. Gary, (outside Atlanta) and Pantex Gorda Fl. After 35 years in strategic planning and marketing organizations, I returned to Columbia Theological Seminary, and in addition to covering sports, we make an effort to cover a broad variety of topics involving sports, including oak tree voters, the Haas-Ball Stadium integrated projects, academic support for athletes, and even how the engineers are searching for fault lines under the stadium. The Web site has grown to the point where it serves several millions of pages every month, and we have been as high as 45,000 unique visitors in a month during bowl season. The article was published in the Jakarta Post on March 1.

1971

Christopher Avery, MBA, writes, “After a lengthy career of entrepreneurship in international business that for years took me all over Asia (and now retired from that), a hobby I started nine years ago has become a thriving small business – and one that has given me a solid connection with Cal again. I publish the Web site and newsletter called The Bear Insider, where we cover Cal sports. We have been credited by the Athletic Department, and in addition to covering sports, we make an effort to cover a broad variety of topics involving sports, including oak tree voters, the Haas-Ball Stadium integrated projects, academic support for athletes, and even how the engineers are searching for fault lines under the stadium. The Web site has grown to the point where it serves several millions of pages every month, and we have been as high as 45,000 unique visitors in a month during bowl season.

1968

Bruce Kreiger, MBA, of Wilton, Conn., writes, “After receiving my MBA, I attended Hastings College of the Law in San Francisco and received my J.D. in 1971. For the last 12 years I have been employed as vice president, secretary, and general counsel for Byth Inc., a New York Stock Exchange company. In addition I have worked in the Reagan White House in Washington D.C., as special counsel to the president (1981 to 1982), and for Congressman Charles Vanik in the US House of Representatives.”

1973

John Anderson, MBA, and Barbara Fortini Medwadowski, MBA ’82, have moved Drape & Enqt into an old Richmond cannery that has been out of production since 1958. He writes, “Plants are to convert the cannery, which we call The Cannery at Marina Bay, into a share-a-use wine production facility for small producers, in time for this fall’s vintage. It will feature a number of individual tasting rooms, a restaurant and a courtyard as a venue for events, all just minutes from Berkley, Marin and San Francisco. We’d love to tell you more, so call us at 510/236-8000.”

Maryland’s Cooling Springs Farm, home of Pete Michael, MBA, has enlarged its role as a national Underground Railroad historic site and now receives hundreds of visitors each year. The farm is on several national, state, and local historic and Underground Railroad registers.

1974

Randall Larsen, MBA, writes, “I recently moved back to California from Honolulu, where I was a lecturer in accounting and supply chain management at the University of Hawaii. At the same time I earned an interdisciplinary Ph.D. in communications and information science (2005). I also moonlighted as a unit procurement manager for movies and television. I was unit production manager for the CBS Fox mini-

1975

Pete Michael, MBA 71

1987

Michael Lynch, MBA, wrote an op-ed piece analyzing a telehealth network’s performance marking the fiftieth anniversary of Chinese-Indonesian cultural relations. Titled “A Celebration of Hope, Friendship: A Window into the New Indonesia,” the article was published in the Jakarta Post on March 3.

Haas School Lecturer Maura O’Neill, MBA 05, authored a story for Fortune magazine’s February 26 issue titled “Luck or Hard Work?” The article theorized that, despite significant increases of women in the workforce since 1970, the reason why a majority of the CEOs at the country’s largest public companies are male is because men equate hard work with success and women think rising to the top depends on luck.

California-based singer, songwriter, and environmental activist Tom Brigham, MBA 94, was No. 4 on the Top Ten featured artists for April on India-Music.com for his new album “Amore Natale.” In an April 10 Los Angeles Times music critic Chuck Close called Brigham’s album an allowed to satisfy work that features strong songwriting, fine performances, and a sunny, toe-tapping Amanda vibe.

An American archaeological team headed by Kristin Gros Richardson, MBA 83, appeared in GreenBiz News on April 18 for winning the $25,000 grand prize at the eighth annual Global Social Venture Competition held at the Haas School.

Peter Vlastelica, MBA 06, and John Kloster, MBA 06, were featured in the Oakland Tribune on April 18 for their sports news Web site Yardbarker.com. Yardbarker.com offers a wide range of blogs, often written by fans, and sports news coverage. Russ Siegelman, a partner at Klarner, Perkins, Caulder and Sayers, and former San Francisco 49ers Ronnie Lott and Harris Barton have invested in the company.

Am Lily, BS 99, wrote an opinion piece analyzing a telehealth network’s performance marking the fiftieth anniversary of Chinese-Indonesian cultural relations. Titled “A Celebration of Hope, Friendship: A Window into the New Indonesia,” the article was published in the Jakarta Post on March 3.

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David Botkin, MBA 99, was recently named senior vice president, Research & Audience Analytics of CBS interactive and profiled by TelevisionWeek.com on April 25. After spending five years at eBay, Botkin will now focus on establishes the metrics and analytica used for CBS interactive’s audience research.

Graduate Management Admission Council (GMAC) President and CEO Dave Wilson, MBA 65, was quoted in a May 9 BusinessWeek article titled “The MBA Bull Market Has Legs.” The article discussed a recent GMAC report stating that recruiters said they plan to increase their hiring of MBA graduates by 18% this year.
series Hannsen Master Spy star-thing William Hurt and Mary Louise Parker (2002). I also worked a day or two on Disney's Lost series. Now I am back in California for the tax season as a tax consultant to high-net-worth individuals, part-nerships, and corporations. In the future I hope to produce movies and television projects through my Los Angeles-based company, Randall Larien Productions.

Randolph Weil, MBA, of Highlands Ranch, Colo., writes, "Hard to believe that it has been over 32 years since finishing my MBA. Since then, I married Susan and waited 20 years to have children, Aaron (8), and Alex, (10). My career led me through a series of senior executive positions at Cummins Inc., AT&T, NCR, and IHS Inc. About two years ago, it was time for a change. I left IHS Inc. as president and COO of the engineering division, and searched for a small business to purchase. The objective was to stay active but have more time for family and other interests. A year ago I purchased a company named Unique Industries, which manufactures a specialized line of pressure washers, and have since added some additional product lines. It has been a blast, and, so far, a great decision. If I can help any alum who is thinking about small business or career change, drop me a line at raweil@att.net."

Dana (Stevenson) Lang, MBA, writes, "On November 4, 2006, I received my black belt in taekwondo. After spending the past 10 years preparing federal and state grants, first for the city of Oakland, then for the Metropolitan Transportation Commission. I was moving to the San Francisco Municipal Transportation Agency to work as a senior administrative (budget) analyst. As each of my sons has left for college I am able to focus more energy on my own profes-sional and physical development. When my third (and last) son graduated from high school in 2008, I plan to celebrate by running a marathon."

Lynne Levesque, MBA, of Charlottesville, Mass., is back to full-time consulting in leadership and creativity after several years of research at Harvard Business School, where she co-authored several cases and articles (see Harvard Business Review, October 2006). In addition, with a college classmate she is writing a new book that describes how men and women reinvent themselves after the age of 50. Lynne tells anyone who has a story to tell about the processes they have used to decide what to do next should check out their Web page, Reinvigoratingyourleas-dile.com for more information about their research and requests for interviews. She writes, "We welcome your stories that can help others who are searching for answers at this time of our lives!"

Ray Fry, MBA, writes, "I recently completed a program to become a Certified Senior Advisor (CSA), which enables me to better understand senior issues and how to communicate more effectively with my clients. I do reverse mortgages under the business name Mr. Reverse Mortgage, and my Web site is www.mrreverse.net."

Christine (Hunt) Gray-Smith, MBA, of Beloit, Calif., writes, "I have been very busy working since I earned my MBA and am finally relaxing – for a while. I spent nine years with the public accounting firm Arthur Young and then moved to the corporate world and for the last 13 years have worked in the bio-tech industry. My last company, CoTerra (a public commercial stage biotech company where I served as the CFO), was acquired in January 2007 by a Swiss company and I am all last taking some time off. Two fabulous trips: the first to Costa Rica with ElderHostel (wonderful group) and then to Milan and Florence, Italy. Also enjoying the beautiful Bay Area weather/ outdoors and spending time with my husband, Brad, and our cairn terrier, Maddy. Starting to think about going back to work."

Lisa (Florence) McLennan, MBA, writes, "I retired just after 9/11 from a failed startup (a product of the Tech Wreck in Silicon Valley). Having lived in Hawaii, a nice but high cost state, my husband, Steve, and I moved to Vancouver, Wash., where we are enjoying the fruits of our extreme work life (we lived apart commuting five years while he worked in a hazard zone in Europe) and the product of diversified investment. I'm now volunteering in the local community, am in the running for a condo board position, and in better shape than at any time in my working life thanks to bike rides, running along the Columbia River, and 24 Hour Fitness! Turn 50 this year as well and just love all the marketing attention to us baby boomers!"

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Paul Rice, MBA 96, CEO and founding president of TransFair USA, shared his ideas on how to ‘save business and the planet’ at the All-Alumni Reunion Conference on April 28 at the Haas School. Rice is known for his company’s Fair Trade certifications promising fair wages and sustainable practices for growing products like coffee.

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Left to right: Joan Godfrey, Debra Underwood, and Schools, all MBA 93, greeted at the Reunion Dinner at Pyramidal Brewery.

Following Rice’s presentation, Adam Berman, BS 85, executive director for curriculum innovation, and Associate Professor Steven Tulloch, chief strategy officer, discussed transforming the Haas School’s new ‘Leading Through Innovation’ focus from vision to reality.

Jennifer Aaker, the Thomas W. Tusher Professor of Marketing, and John O’Brien, the faculty director of the Master’s of Financial Engineering Program, offered presentations on marketing and financial innovation, respectively. Haas Executive Associate Dean Richard Lyons, BS 82, who is currently on leave from his post to serve as chief learning officer for Goldman Sachs, offered the closing keynote address, titled ‘Making Innovation Come Alive.’

Richard Lyons, BS 82, applied lessons from his position at Goldman Sachs to the school’s ‘Leading Through Innovation’ focus.

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1984
David Mills, MBA, of Los Angeles, returned from adjudicating international refugee applications in Havana for the US Department of Homeland Security. He has also performed refuge work in the Ivory Coast, the Gambia, Guinea, and Cote d’Ivoire, on board US Coast Guard cutters in international waters between Cuba and the United States and was one of the officials who adjudicated the refugee claims of the “Boat People from Sudan at the Kakuma Refugee Camp in Kenya. He has also served as a chief union steward for the AFL-CIO and as an EEO mediator. David met his wife, Donna Robinson, in the MBA program. She is now an assistant treasurer for the Metropolitan Transportation Authority in Los Angeles. Their daughter is completing a freshman year at Columbia University.

Andrew Oskner, MBA, wrote that he has been travelling between Tokyo, Shanghai, and Los Angeles buying real estate and nonperforming debt for my own account as well as institutional partners. Recently he has been exploring real estate opportunities in Vietnam and India. Very interesting to work in these highly inefficient markets where situations that should go to competitive auction do not for a variety of reasons. Welcome hearing from any of you.

1989
John Mba, MBA, relocated to Hong Kong in 2007 with plans to stay for about three years. Besides doing consulting work in business organization, he is trying to improve his tennis and hopes to move to the 4.0 level.

1989
Bill Cohen, MBA, of Rossmoor, Calif, writes, “Edge Systems Corp (www.edgeseys.com) moved quickly from my garage and is now approaching its 10th year in business, all without any VC or outside funding. On a Showstopping 101 way, my favorite course at UCSB. My wife is writing a book, How to cook potatoes 1001 different ways and still make payroll.”

1989
Andrew Hendel, MBA, writes, “I joined DEG (German Development and Invest GmbH, Cologne) as a senior investment manager (responsible for emerging markets in Asia, Africa, and parts of the world known as the ‘black box’). I have been living in Vietnam and India for over two years. I have just returned from a meeting in Beijing and was challenged by the innovation and entrepreneurship taking place there.”

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1990
Otis Spencer, MBA, writes, “On February 2 of this year, my wife, Tatiana, and I welcomed the arrival of our daughter, Siona Adrianna. It was a tough delivery for Tatiana, but the result was all worth it. Business is good. I am running Heitman’s European Portfolio Management activities from Warsaw and looking to create a new fund for Russia.”

1990
Jon Tamaela, MBA, was promoted to managing director of REEF, the $73 billion AUM real estate and infrastructure investment management business of Deutsche Bank. After working as a Japan acquisitions officer for the past eight years, Jon year-round resources for REEF in Asia Pacific and is based in Tokyo.

1993
Tom Brigham, MBA, writes, “I am very happy to report that my new album, Amadora County, has been getting some excellent recognition and reviews. Based purely on the artistic merit of the CD, I was actually chosen as a featured artist on IndieMusic.com for April, one of only 10 from around 300 who submitted (http://www.indiemusic.com/standards.php) also received a very positive review from an LA Times music critic: which you can see on my MySpace page, www.myspace.com/tombrigham. My album is available at CDBaby as well as various other places and should be available on iTunes in a few weeks. You can also download individual songs right from my myspace page. We are planning a CD release party for sometime in the early summer and I will be playing at the Old Gold Fashioned festival in Holister in July. I am also being considered for the Hardly Strictly Festival in the fall.”

Greg Wulfson, MBA, “After 20 years in high tech, I decided to try something completely different and started a sailing business on the Monterey Bay. SaltTime Monterey Bay provides fractional use of sailing yachts for those who like the sailing lifestyle but not the ownership hassles. Unlike my prior work in the insurance and mortgage businesses, which kept me in touch with life in 07, promises.”

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Art Altman, MBA, of Palo Alto, Calif, manages the Electric Power Research Institute’s work in investment and risk management of energy derivatives and physical energy assets. His team won the 2006 Chauncey Award, the institute’s most prestigious annual award for their research in design and simulation of power markets. He welcomes contact from those in related fields at aaltman@epri.com.

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We have been lucky to entertain a few visitors from the Bay Area: University of California Berkeley alumni and her husband, Peter, and Felynn Quilo Hallahballah and her husband, Mark. Please don’t hesitate to give us a ring if you are in town. You can reach me at segolene.finet@mannana.com.

1998
Judith Helman, MBA, was appointed deputy secretary of education by Virginia Gov. Tim Kaine. She lives in Richmond with her partner of 17 years, Martha Moon.

Rich Larson, MBA, writes, “My last startup folded after a short but still fantastic nine months. I’m now off to lead marketing for Alljähr, which aims to bring transparency and accountability for publishers of online content.”

Lilly Yip, MBA, writes, “After spending three wonderful years in New York, we moved back to Hong Kong last summer. My son, Daniel, is 2 1/2 years old now. I’m working for PepsiCo on its China business development team.”

1999
Melanie (Romney) Hoopes, MBA, writes, “I’ve been busy on our little startup, manAHA, an e-bookstore devoted to the fashion needs of breastfeeding mothers. We just launched the English version of the site, www.manaha.com.

Allan Krzowski, MBA, of Newport Beach, Calif., writes, “In January I became a founding director and investor in Vistage Inc., which expects to become the leader in high school sports Webcasting and the online community network of choice for high school athletes. Vistage.com will bring the professional play video broadcasting and play-by-play game indexing to high school athletics that all of us are familiar with and enjoy for both college and professional sports. The company is headed by a team that includes producers of the Los Angeles Lakers and Los Angeles Dodgers road games, founders of USA Network’s ESPNSports, KICG and Fox Sports producers and entrepreneurs. This is an exciting new company and I will ultimately provide users with the ability to purchase individual plays and games online. Each month, so much of us are already familiar with doing it like Apple’s iTunes.”

Steven Peletz, MBA, writes, “At work, through Peletz & Co. Real Estate, I continue to buy, sell, manage, and improve small residential properties in San Francisco for myself and for clients. Visit us at www.peletzco.com if you have San Francisco real estate needs. At home, we are busy with soccer, lacrosse, basketball, baseball, and Irish dance for the kids. My wife and two children (8 and 13) and I have found the time to travel to Nicaragua, Panama, Peru, and Mexico every year or two, which we really enjoy. I do spend more time thinking about ways to give back to various charities and on more philanthropic enterprises to devote time to in the years ahead.”

Nancy Riess, MBA, was named vice president of Interactive Technologies, Jeffrey Helman, MBA, “is president of the company. She writes, “We continue to grow our virtual business, design and build custom Web sites and technology solutions. This year is off to a fantastic start, we specialize in bridging the gap between marketing and technology. Our clients are miles to large list companies and institutions that are creating or redesigning a complex Web site. Or alternatively they are seeking to streamline a business process through a custom technology solution. We’ve been doing this for almost 15 years for clients like Honeywell, Home Depot, and Duff & Phent. Thanks to the Cal Business Network, Jeff and I joined forces and are enthusiastic about the future.”

Jennifer Maxwell, 88, Receives Cora Jane Flood Philanthropy Award
Jennifer Maxwell, BS 88, MBA 97, co-founded PowerBar with her late husband Brian, was given the Cora Jane Flood Philanthropy Award at the Leadership Dinner in Berkeley on April 19. The award recognizes Maxwell’s generosity to the Haas School and to UC Berkeley.

Maxwell, a nutritionist, started the popular energy bar company in 1986 and began selling PowerBars out of her kitchen, launching an entirely new food category. Over the next 13 years, PowerBar grew to become a company with 300 employees and $150 million in sales. In 2000, Maxwell sold the company to Nestle SA.

In addition to her successes in business, Maxwell has given generously to the university community, helping fund the Haas Pavilion, the Maxwell Family Field, and receiving the Strossnegg Family chair at the School of Public Health. Most recently, Maxwell created the Brian Maxwell Family Endowed Program at Haas, which helps creative and entrepreneurial students fund their MBA educations.

The Cora Jane Flood Award recognizes a member of the Haas School community whose philanthropy has made a significant impact on the school. The award is named in honor of Cora Jane Flood, who provided the seed money for the Haas School in 1886 by donating property and stock in the Bear Creek Water Company to UC Berkeley with the condition that the proceeds be used to fund commercial education. Flood’s gift was the largest private contribution in UC Berkeley’s then-30-year history.

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Emilio Cortes, MBA 02, grilled Mt. Rainier in honor of classmate Hans Grande.
Susanne Campbell, has served as executive director of the UC Berkeley-St. Petersburg University School of Management Program since 1993, a partnership that created one of the first business schools at any Russian university. In that capacity, she raised over $900,000 to support faculty exchanges and $4 million to renovate a building in St. Petersburg to house the School of Management.

Campbell has enjoyed a lifelong connection with Russia. From a young age, she was exposed to the country as her father, a journalist, covered the Soviet Union for Gannett Newspapers. Campbell speaks fluent Russian, which she studied at Leningrad State University in the 1980s while she was engaged in the tourism business, escorting over 100 tours to the USSR. During the late 1980s and early 1990s, she arranged for Soviet executives to come to the United States to study.

Campbell has a master’s degree in international relations from George Washington University and an undergraduate degree from Tulane University.

In 1992 I was invited by Professor David Teece to help develop a business school at St. Petersburg (State) University (SPU). It was to be a joint effort, a partnership with the economics faculty from SPU. The SOM had no computers and no supplies. For the first few years people from Haas brought boxes of office supplies in our suitcases. The school was initially given a ramshackle building that was dimly lit and poorly heated. In the winter we would see students walking around in coats. The faculty numbered four to six. Many had basic knowledge of economics and mathematics, but they lacked the knowledge to teach business subjects at the MBA level.

Over the next ten years we sent more than 10,000 books and teaching materials, donated by UC Berkeley faculty for SOM’s library. More than 40 members of the Haas School faculty volunteered to teach in Russia and more than 50 of the Russian faculty came to Berkeley to study.

We also formed an external board of advisors. John Pepper, then-CEO of Procter & Gamble, served as chairman. It was a delight and an honor to work with him. The board and I began raising funds for new facilities. In 1996, Arthur B. Schultz made the lead gift towards the renovation of a new building, which the city of St. Petersburg donated within a year. Against this background we pulled the SOM into increasing responsibility for its own development. The SOM opened its doors in 1993 with about 33 students, most of whom were women. They were courageous to have opted to study a subject that was new to Russia.

By 2002, we had the funds to complete the Arthur B. Schultz building to house the classroom. We celebrated in St. Petersburg. It was an inspiring, happy time. Looking back, I realized how much our skills and knowledge on both sides of the world, had to keep up with the fast pace of change in Russia. The next year I was invited to the inauguration of SOM’s research journal, The Russian Management Journal. It was the first serious academic management research journal in Russia.

In 2005, at direction of President Vladimir Putin, the SOM won a grant to develop a larger research-based business school to educate the next generation of Russian business and policy leaders.

Last November we were invited to a rededication ceremony of the Schultz building, which, with $5 million from the Russian government and the $4 million we had raised earlier, had been transformed from a dilapidated palace into a beautiful, modern structure. The next day we witnessed the ground breaking ceremony at the site of an entirely new Graduate School of Management building in which President Putin laid the foundation stone. We got to meet him personally. On the last day, they held a small ceremony that I had not expected: they named the dean’s conference room in my honor.

Today the school has 1,500 students in undergraduate, MBA, PhD, executive education, and other degree and certificate programs taught by more than 68 full-time faculty members. The SOM cooperates with more than 25 universities and colleges in its student and faculty exchanges and research. Its students are widely sought by international companies as well as major national companies.

The school has become a success in large part because of the dedication and energy of all the people in the Haas community who gave so generously to make it a reality.

To read more of Susanne Campbell’s history of SOM, visit: http://haas.berkeley.edu/news/som.html.

Left to right: A model of the School of Management campus; Susanne Campbell; and Campbell shaking hands with Vladimir Putin, president of the Russian Federation.