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Fall 2008

Prof. Jo-Ellen Pozner on the Social Consequences of Business Misdeeds

CalBusiness

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



Business Leader of the Year

Top Acrobat at Adobe

CEO Shantanu Narayen,
MBA 93, focuses on the
next generation of
software and leadership

Green Haas:
Interest in Sustainable
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Haas School of Business

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In Brief

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Haas Events

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Asia Business Conference
Singapore

December 3
Haas Celebration in Hong Kong

December 6
Haas Celebration in Shanghai

December 17
Haas Celebration in New York



New Undergraduates Bond at Orientation

The 342 students in the Haas undergraduate class of 2010 began their studies this July with team-building activities and a new career conference. Here, a lively game of Rock, Paper, Scissors between the Gold and Blue cohorts kicked off the orientation activities. Later, juniors attended a first-ever, one-day career conference made possible by a gift from alumnus Mark DiPaola, BS 99. His gift supported a similar conference for Haas seniors in August.

Prominent Speakers Share Knowledge with Berkeley MBA Class of 2010

Earlier this fall, a lineup of high-profile executives greeted a new class of full-time Berkeley MBA students who boasted the highest average GMAT score in the program's history.

The 240 full-time Berkeley MBAs averaged a GMAT score of 714. Only 12 percent of the 3,779 applicants received admission offers. Applications increased 15 percent this year from last year.

The students' event-packed Orientation Week was kicked off by Robert Haas, chairman emeritus of Levi Strauss & Co., who spoke about corporate social responsibility.

Other speakers included World of Good CEO Priya Haji, MBA 03; N.W. (Bill) Jasper Jr., CEO, president, and director of Dolby Laboratories; IDEO General Manager Tom Kelley, MBA 83; and Barbara Desoer, MBA 77, president of mortgage, home equity, and insurance services at Bank of America.



Tom Kelley, MBA 83, IDEO

Kelley stressed the importance of choosing a career based on the right priorities.



Barbara Desoer, MBA 77, Bank of America

"Find someone who loves what they are doing and ask them how they got there," Kelley said. Desoer advised students, "Be sure to go where it feels least comfortable because by doing that ... you will grow the most."

Evening & Weekend MBA Program

The Evening & Weekend MBA Program, meanwhile, received a record-breaking 853 applications this year, and the class's median GMAT score was 700. The class of 243 students

includes a former player for the Arizona women's pro football team, a Coast Guard officer, and a former bodyguard. Students have an average eight years of work experience.

Berkeley-Columbia Executive MBA Program

In May, 71 students began their studies as the seventh class in the Berkeley-Columbia Executive MBA Program. Students came from such companies as Intel, Google, Nike, and Barclays Global Investors, and from as far away as Brazil and Korea. In addition to coming from traditional business career paths such as finance, sales, and engineering, the class brings experience from such fields as construction, architecture, law, nonprofit, medicine, and military. **CB**

GE CEO Immelt Touts Betting Big

Startups and venture capitalists aren't the only ones innovating, says Jeff Immelt, chairman and CEO of General Electric.

The massive conglomerate takes advantage of its scale and financial resources to innovate and grow in such fields as energy and health care, Immelt told a packed crowd in Arthur Andersen Auditorium on Sept. 9.

"Professors teach you why GE shouldn't exist," Immelt said during the Dean's Speaker Series event. But in the past 30 years, the 125-year-old conglomerate has grown an average 12 percent a year, he noted. Not bad for a company expected to post \$185 billion in revenue this year, Immelt pointed out.



Jeff Immelt, General Electric

"What we've tried to do is make scale an advantage," he said. "We bet on big things. We bet big on clean energy. We bet big on clean water," he added. "We want to own clean tech."

Unlike some Silicon Valley venture capitalists, Immelt said he believes "good-enough" technology or the "second-best solution," combined with scale, quality, and safety, will ultimately win out in the clean energy field.

GE also relies on globalization to drive growth, Immelt said. "Your careers are going to be determined by globalization and technology. Learn the world," Immelt told students. "What's going to be in vogue is solving some of the world's largest problems."

Immelt joked that as an MBA student, he didn't like organizational behavior classes. Now "all I do is OB, and I wish I had actually studied harder," he said. "If you want to be successful in business, it helps if you like people." **CB**

Vogel Receives Book Award



Professor David Vogel

Haas School Professor David J. Vogel was honored with a best book award from the Academy of Management at

its annual meeting in Anaheim in August.

Vogel, an expert in corporate ethics, earned the academy's Social Issues in Management Division Best Book Award 2008 for his book *The Market for Virtue: The Potential and Limits of Corporate Social Responsibility*, published in 2005 by Brookings Institution Press.

Vogel was inspired to write the book in 2000 with the resurging interest in corporate ethics, philanthropy, and volunteerism, along with the belief that such practices would increase profitability. In his research, he found little proof that corporate social responsibility directly improved firms' bottom lines, but discovered it could still improve public perception, employee morale, and loyalty among senior management. **CB**

Evening & Weekend Program Gets New Director

David Gent came from Northwestern University's Kellogg School of Management to become executive director of the Evening & Weekend Program on Aug. 7.

Gent worked first as associate director of Kellogg's Office of Admissions, and then as senior associate director of Kellogg's Career Management Center.

Gent also served as an adjunct faculty member for Kellogg's course in international business, for which he has developed curriculum. He earned his master of management degree from Kellogg. **CB**

New Haas Students: By the Numbers

Number of countries represented by Full-time Berkeley MBA class of 2010: 35

Number of institutions where new full-time students earned previous degrees: 155

Percent of class that holds master's degrees in other fields: 22

Musical experience: concert violinist, classical pianist, semi-professional opera singer

Military service: Israeli Defense Force; US Army, Navy, and Air Force

Most unusual previous title: certified coffee taster

Number of countries represented by new Evening & Weekend MBA Program students: 34

Percent of new Evening & Weekend students that speak at least two languages: 72

Percent of new Evening & Weekend students who hold advanced degrees: 43

Berkeley-Columbia class of 2009's median number of years of work experience: 12

Median age of new Berkeley-Columbia students: 35

Percent of new Berkeley-Columbia students from outside the Bay Area: 27

Number of applicants to Undergraduate Program: 1,952

Percent of applicants who entered the program: 18

Percent of new undergraduate class who are transfer students: 35

Number of Ph.D. Program applications: 384

Number of new Ph.D. students: 15

Number of new Ph.D. students from overseas: 10

In Brief

Haas Welcomes Seven New Professors in 2008-2009

Seven distinguished educators have signed on to become ladder-track faculty at the Haas School during the 2008-2009 academic year, bringing expertise in finance, real estate, and marketing.

Professor **Robert Helsley** will join the Haas Real Estate Group in January from the University of British Columbia’s Sauder School of Business, where he served as director of the UBC Center for Real Estate and Urban Economics and senior associate dean, faculty and research. His research focuses on the growth and

development of urban areas; the operation of private land markets; and the economic impacts of government tax, spending, and regulatory policies.

After two years at Barclays Global Investors, Professor **Richard G. Sloan** will return to academia in January as a member of the Haas Accounting Group. At Barclays, Sloan served as director of accounting research and head of cross-strategy research. Sloan’s background includes ten years at the University of Michigan’s Stephen M. Ross School of Business, where he was an endowed professor of finance and director of the school’s Financial Research and Trading Center.

Sloan’s work focuses on the role of accounting information in investment decisions. He won the 2001 Notable Contributions to the Accounting Literature Award for his research on earnings quality. He earned his MS and Ph.D. in business administration from the University of Rochester.

Professor **Martin Lettau** joined the Haas Finance Group in the fall after spending the past year as a visiting professor at Columbia University. Lettau is a former assistant finance professor at NYU’s Stern School of Business and served as senior economist in capital markets for the Federal Reserve Bank of New York. He received his MA and Ph.D. in economics from

Princeton University. Lettau’s research includes the relationship of asset prices and the real economy, equity and bond pricing, and stock market volatility.

This fall the Haas Marketing Group welcomed Assistant Professor **Zsolt Katona**, who studies online marketing, search and social networks, and Internet advertising. Katona received a marketing management doctorate from INSEAD in France in 2008 and a Ph.D. in computer science in 2007 from Eotvos Lorand University in Budapest. When not on campus, Katona and his wife are busy perfecting their skills as competitive Latin dancers.

Assistant Professor **Marcus Opp** joined the Finance Group this fall after receiving his Ph.D. from the Graduate School of Business at the University of Chicago. Opp, a 5.5-rated tennis player, studies firms and contracts in countries where the government and legal systems are dysfunctional as well as other facets of international and corporate finance, information economics, and applied game theory.

Assistant Professor **Alexei Tchistyi** joined the Haas Real Estate and Finance groups this fall after three years at NYU’s Stern School of Business. Tchistyi studies mortgages, financial innovations, dynamic contracting, agency theory, and corporate finance. Tchistyi, born in Belarus, received his Ph.D. in business administration from the Stanford Graduate School of Business.

The Haas community already knows Assistant Professor **Meghan Busse**, who has been appointed a ladder-track faculty member in the Economic Analysis and Policy Group. In the spring, Busse earned membership in Club 6, a measure of teaching excellence based on student evaluations. Busse, who is currently on leave, earned a Ph.D. in economics from the Massachusetts Institute of Technology. Her research includes price discrimination, market structure and competition, and tacit collusion. CB

MBA’s Help Feed Ghana Children

Imagine trying to work on an empty stomach. Consider thousands of malnourished children in Ghana, attending school and trying to learn while hungry.

For the fourth year, Berkeley MBA students traveled to Ghana this past summer to work with local farmers to sell crops to schools, thereby reducing hunger and malnutrition among children and increasing school attendance. The Ghana School Feeding Program, developed as part of the Haas School’s International Business Development (IBD) Program, has been so successful that it captured the attention of the Dutch government, which has committed up to \$25 million a year to help fund it.

“Our project focused specifically on strengthening this connection between local farmers and local schools, and we examined the value chain and markets for key crops produced in the local area,” says Jason

Topel, MBA 09, one of the students who visited Ghana this summer.

Topel traveled with Jessica Lopatka and Pedro de Vasconellos, both MBA 09, to the southern coastal city of Accra to study and evaluate the program’s business plan.

Not only did Team Ghana study the food program, they sampled the menu. An unexpected favorite: chicken gizzard stew with rice balls.

But the real meat of the Ghana program lies in its funding from the Dutch government. After IBD’s first Ghana team helped launch the program in 2005, a report by the students was presented to the UN Millennium Project’s Task Force on Hunger and the Dutch minister for development. The Dutch government then agreed to finance the Ghana program with up to \$25 million annually for 10 years, based on matching funds from the Ghanaian government.

The original program, which started with eight schools, is now in more than 1,000 schools and still growing. CB



Jason Topel and Jessica Lopatka, both MBA 09, visit a school in Ghana, where Haas students developed a school lunch program that feeds malnourished children and bolsters local food production.

A Fine Balance

Is it possible to have a career and a life?

That question was on the minds of Mariette Fourmeaux and Shirin Dewani Belur, both MBA 08, when they arrived at the Haas School. Fourmeaux was single and in no hurry for a family; Belur had been married five years and was looking forward to children.

“Here we were in school taking all sorts of classes on how to run a business successfully, and I believe that success is only possible when I, as an individual, am happy with my life,” says Fourmeaux. “There wasn’t anything about this being offered, yet we found that students – men and women – were very much talking about it.”

Their casual conversation inspired Fourmeaux and Belur to create a 12-week speaker series last spring called “Work & Family: How to manage your non-work life to make work work.”

“My biggest question was, am I going to be able to be a working mother?” says Belur, who gained the confidence to accept a corporate post while pregnant. “My biggest takeaway was that there is hope and it can be done. We heard from men and women who are doing it successfully.”

The two made an effort to broaden the class’s appeal – 4 of the 14 students were men. They sought out high-powered speakers from such fields as investment banking and the startup world to discuss the practical – setting up a home office, negotiating ground rules with a partner – and the personal. One speaker shared that she had written her decision not to have children into her prenup. A student confessed she had frozen her eggs because her career goals meant postponing childbearing.

Michael Thomas, MBA 08, was spurred to change his post-graduation plans.

“People came out and said ‘I created this flexibility in my life,’” says Thomas, who passed up a stint at Deloitte to launch his own diversity consulting firm. “I came away thinking I have a lot more control over my future, and I don’t need a big company to create that for me.”

Students Megan Ryskamp and Anushka Shevde, both MBA 09, will continue the conversation next year, with a sequel titled “Creative Life Decisions.”



Shirin Dewani Belur and Mariette Fourmeaux, both MBA 08, created a new course on work and family that profoundly affected students and speakers alike.

New Faculty

Four of the seven new professors joining Haas in 2008-2009 are on campus this fall.

From left to right:

Marcus Opp
Finance Group
From: Ph.D., University of Chicago

Alexei Tchistyi
Real Estate and Finance Groups
From: NYU (Stern)

Zsolt Katona
Marketing Group
From: Ph.D., INSEAD

Martin Lettau
Finance Group
From: Columbia

The Blame Game

Prof. Jo-Ellen Pozner explores the social consequences of business misdeeds

Kathleen Maclay



Corporate misconduct can be the stuff of high drama. But prevailing theory has it that “settling up,” the process of meting out consequences for corporate misdeeds, is largely determined by quite rational, unbiased financial markets and often the legal system.

Not necessarily so, according to Assistant Professor Jo-Ellen Pozner, a member of the Haas School’s Organizational Behavior and Industrial Relations Group.

Instead, human social behavior and the fear of organizational and individual stigma by association actually drive the settling up process and outcomes such as firing, loss of appointments to outside corporate boards, and diminished job prospects, Pozner says in an article, “Stigma and Settling Up,” in the June edition of the *Journal of Business Ethics*.

As an example, Pozner points to the case of Ralph Cioffi and Matthew

Tannin, former hedge fund managers at the failed Bear Stearns investment bank, who were indicted for allegedly conspiring to mislead investors and commit securities fraud.

“Linking Cioffi and Tannin’s names to the subprime mortgage crisis makes them easily identifiable villains, diverting attention from the problematic practices at individual institutions, and the faults within the larger financial system that enabled their behavior,” she says. And by using these two managers as scapegoats, the rest of the financial

industry can avoid some of the public scrutiny that might damage other banks’ reputations, Pozner adds.

Similarly, Pozner says that pinning the Bear Stearns demise to Cioffi and Tannin takes some of the heat off Bear Stearns and JPMorgan Chase, which acquired Bear Stearns. “If these two ‘bad apples’ were responsible for what happened at Bear Stearns – which implies that the rest of Bear Stearns executives were not – JPMorgan Chase can continue to employ former Bear Stearns executives without damaging its own image,” she says.

That desire to take the heat off and avoid being tainted by misconduct is the goal of behaviors such as avoidance, ostracizing, scapegoating, and other actions intended to isolate executives and directors who are seen as responsible or are easily targeted as such, says Pozner. Organizations can behave similarly to people, she says, and tend to associate with other companies they consider legitimate while avoiding those appearing to be unacceptable.

These exclusionary efforts may also “result from the fundamental desire to separate the pure or the sacred from the dangerous or profane, or may be the result of an evolutionarily determined desire to create physical distance between oneself and parasites or other contaminants that might drain or damage oneself,” Pozner writes in the journal article.

Whatever the root cause, the results can be puzzling and anything but rational or market-induced. As an example, Pozner cites a 1995 study that concluded that managers who are let go after their companies file for Chapter 11 bankruptcy protection are no more responsible for organizational failure than those who aren’t let go, and the dismissed managers are not worse decision-makers than those who keep their jobs.

She writes, “Such a finding suggests that, following negative organizational outcomes, and particularly following misconduct, somebody must be blamed.”

Green Building Pays Greenbacks

Prof. John Quigley analyzes environmentally sustainable construction

Pamela Tom



Everyone’s talking about “going green,” but in the building industry, the cost of investment has been difficult to justify – until now. Haas School Professor

John Quigley has undertaken the first systematic analysis of environmentally sustainable construction and its economic impact on the real estate market.

In the working paper, “Doing Well by Doing Good? Green Office Buildings,” Quigley and co-authors Piet Eichholtz and Nils Kok of Maastricht University, Netherlands, determined that investments in proven green building practices lead to sizable increases in a property’s market value and effective rent, or the average per-square-foot rent paid.

Green-certified buildings produced an 8.5 percent increase in effective rent, Quigley found. The additional annual rent for going green amounts to almost \$309,000, based on an average sized building of 342,000 sq. ft. Likewise, the incremental value of a green structure is an estimated \$5.1 million more than an ordinary building. The study did not calculate the incremental cost of investing in green building practices.

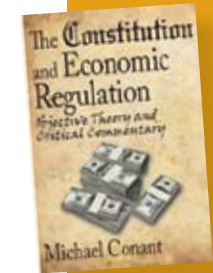
Quigley, the I. Donald Turner Distinguished Professor in Affordable Housing and Urban Policy, decided to research the economic value of green-certified buildings “to see if this was hype or real.” While Quigley’s work concludes that the resulting profitability is real, he is continuing to research why green commercial buildings produce higher rents and market value by using engineering data from the Environmental Protection Agency.

Quigley’s paper focused solely on commercial property. He first identi-

fied 694 buildings, green-certified by the federal government’s Energy Star program or the private LEED (Leadership in Energy and Environmental Design) standard. The control group consisted of nearly 7,500 other office buildings within a quarter-mile of the certified buildings.

Quigley was surprised by the results. “If I were an owner of commercial property, I would investigate the cost of attaining an Energy Star rating. If that is at all a reasonable investment, I would think about doing it,” he says.

His research offers quantitative evidence for builders and investors who value the social responsibility benefits of green buildings but, up to now, lacked data about the financial performance of these investments. In July, Quigley traveled to Istanbul, Turkey, to attend a conference in order to extend his study of the economic effects of green building to Europe and the Middle East. Quigley says, “Finding there is a linkage between energy and profitability of rental properties is potentially significant and leads to more extensive uses of this information.”



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University of Chicago Press



Truth: The New Rules for Marketing in a Skeptical World

Lynn B. Upshaw
Lecturer
Amacom Publishing



This building at 100 First St. in San Francisco, which incorporates green building practices, is one of hundreds of properties included in Professor John Quigley’s study.



CEO Shantanu Narayen, MBA 93, focuses on the next generation of software and leadership.

By Hubert Huang

Adobe Systems has come a long way since Shantanu Narayen, MBA 93, first started working at the San Jose software company a decade ago. Although Narayen has been CEO for less than a year, he has been instrumental in building Adobe into a 7,000-employee tech giant whose software sits on more than 700 million computers and devices worldwide. Now Narayen is keenly focused on steering Adobe through an increasingly Internet-focused software landscape – and developing leaders within the company to tackle that challenge.

For executing a vision that spurs financial prosperity, fosters employee development, and fulfills its responsibility to the community, Narayen has been named the Haas School's Business Leader of the Year. Each year, Haas honors a member of its community who exemplifies the type of business and thought leader the school is committed to creating. The school will present the award to Narayen, a member of the Haas School's advisory board, at its annual gala Nov. 7 at the Ritz-Carlton in San Francisco.

"Narayen's success at Adobe is an inspiration to all of us at Haas," says Dean Rich Lyons. "We are so fortunate to have such an innovative, forward-looking leader as an exemplar for our community."

Narayen joined Adobe in 1998 as vice president of engineering after working at Apple and Silicon Graphics. He became executive vice president of worldwide products in 2001 and was promoted in 2005 to president and COO, which placed all product research and development, day-to-day global operations, marketing, and corporate development under his purview. He became CEO in December 2007.

"Adobe's success over the last eight or nine years is largely because of Shantanu," says Bruce Chizen, who preceded him as CEO. "His ability to learn and understand the complexity of sales, nuances of marketing, and legal and financial issues of running a company is unlike that of any individual I've ever worked with."

But Narayen won't take full credit for that success. Rather, he's a strong believer in giving individuals who show initiative additional responsibility and room to grow as leaders.

"To create new businesses and drive growth, you need to have a leader who wakes up wanting to make an impact," Narayen says.

Under Narayen's guidance, Adobe has enjoyed 20 percent annual growth since 2002, with sales reaching a record \$3.2 billion in 2007. And the third release of Adobe's Creative Suite – an integrated collection of desktop applications such as Photoshop, Illustrator, and InDesign – outsold its precursor by 40 percent.

Narayen also co-managed with Chizen the \$3.4 billion acquisition of then-competitor Macromedia in 2005. Some pundits questioned the merger, but Narayen saw how well Macromedia's product lines complemented Adobe's.

"We had the video authoring tools, they had the video playback. We were great in imaging and illustration; they were great in animation," Narayen says. "It was actually quite obvious."

Macromedia's Dreamweaver, Fireworks, and Flash are all key components in Creative Suite, which now boasts 43 percent market share among the country's 6 million creative professionals. "What's most gratifying is we've brought to market something neither company could have created as successfully standing alone," Narayen adds.

Not Flashy

Narayen doesn't fit the stereotype of the bold, acquisitive CEO. Unlike many executives who answer questions like a smooth-talking politician, Narayen responds in an unassuming tone. And consistent with his relaxed demeanor, he works out of a modestly sized, non-corner office, in contrast to the typical workspace of other Silicon Valley CEOs.

Narayen was born in Bombay but spent most of his childhood in Hyderabad, India. His mother taught American literature; his father ran a plastics company. He graduated with a bachelor of engineering from Osmania University. He then moved to the United States, where he earned an MS in computer science from Bowling Green State University.

After earning his master's degree, Narayen moved to California to work in tech. Looking to develop management and leadership skills to handle greater responsibility, Narayen enrolled in the Haas School's Evening & Weekend MBA Program while working for Apple. Applying principles learned in the

classroom directly to the workplace, he gained a real-world understanding of how businesses function. Even the commute to Haas itself proved invaluable.

"Back then the program was in San Francisco, so a bunch of us would drive together," Narayen recalls. "I can't tell you how many great conversations we had carpooling back and forth."

After getting his MBA, Narayen worked at Silicon Graphics and went on to co-found Pictra, a company that led the way in digital photo-sharing on the Internet. While trying to sell Pictra to Adobe – albeit unsuccessfully – he caught the eye of Chizen and was then hired by Adobe. "Running Pictra was an incredible experience," Narayen says. "I did everything from collecting the mail to figuring out corporate strategy."

Narayen joined the Haas School's advisory board in 2005 and has become a strong proponent of the school's Leading Through Innovation strategic initiative.

"Adobe's success over
the last eight or
nine years is largely
because of Shantanu."

— BRUCE CHIZEN, FORMER
ADOBE SYSTEMS CEO

"Innovation is a great theme to rally around and speaks to the core values you want," Narayen says. "What's great about the Leading Through Innovation initiative is that Haas – much like businesses – really thought about its strategic plan. When you're training the next generation of business leaders, that's what you need to do."

Bringing Sand Hill to Adobe

Developing a new generation of entrepreneurs at Adobe is a major priority for Narayen, who sponsored the company's Entrepreneurs in Residence program. The program lets any employee pitch an idea to the company, much as a startup would one of the venture capital firms lining Menlo Park's Sand Hill Road. If the company accepts the pitch, it finances the employee's venture and sets metrics for the employee to qualify for

additional funding.

"By the time Shantanu's done at Adobe, he will have recruited and trained a number of candidates ready to take over senior leadership," says Charles Geschke, co-chairman and co-founder of Adobe, "all while leading an aggressive expansion."

Ultimately, Narayen's ability to foster innovation within Adobe will play a large role in determining its future expansion. As software delivered through the Internet and mobile devices increasingly becomes the norm, Narayen is continuing to direct Adobe's expansion beyond the desktop.

The unveiling of Acrobat.com in June demonstrated how Adobe will leverage existing products to gain an advantage in Internet-based computing. Acrobat.com – a suite of hosted services including word processing, file sharing, PDF creation, and Web conferencing – can be accessed through the Internet browser, but also ties into the latest version of the widely used Adobe Acrobat.

"We've always understood cross-platform and heterogeneous systems better than any other company," Narayen says. "We probably distribute more software than anyone else today."

Giving to the Community

As important as Adobe's financial success is to Narayen, he places equal emphasis on preserving the core values of community responsibility instilled by Adobe's co-founders. Adobe donates 1 percent of profits to charity and encourages employees to do the same through its matching gift program.

Recently, the company launched the Adobe Foundation, a private nonprofit foundation dedicated to driving social change and improving Adobe's surrounding communities. The company also has expanded its Adobe Youth Voices program, which empowers youth in underprivileged areas by teaching them to share their experiences through visual media.

"The culture of Adobe makes it a special place to work, and it's been a special place since John Warnock and Chuck Geschke co-founded it and Bruce Chizen expanded it," Narayen says. "Now that we're a global company, we know we can have a deeper presence in these markets by enabling education and working with kids – not just shipping our products there." CB

Green Haas



A surge of interest in sustainable energy sparks collaboration at Haas, Berkeley, and beyond.

By Kara Platoni

The “green is good” message is finally hitting the mainstream, but the business of green energy has been a growing passion at the Haas School for the past several years. The burgeoning field of green energy – also often referred to as clean technology – has become a nexus for student entrepreneurship, as well as a focal point for interdisciplinary collaboration.

The Haas School’s green leanings stem in part from the fact that Berkeley is ... well, Berkeley, says Professor Severin Borenstein, director of the multi-campus University of California Energy Institute, who developed the business school’s Energy and Environmental Markets course in 1999. “We’ve been greener than other places and we’ve been interested in energy efficiency – and have stayed interested in it through the ’90s when energy got incredibly cheap,” Borenstein points out.

But now Berkeley has more company. “Everyone is starting to recognize that with oil prices where they are and climate change staring us square in the face, a lot of the environmental issues that have been ancillary externalities are now becoming prominent issues,” says Will Coleman, MBA 06, who co-founded the Berkeley Energy and Resources Collaborative (BERC) three years ago with several Haas classmates.

While at Haas, Coleman realized that students scattered throughout Cal’s business, law, public policy, and science programs had a mutual interest in renewable energy, but it was hard to get them together. “Energy is a truly interdisciplinary space – even if you are on the business side you have to understand the technology and the policy,” says Coleman, who now focuses on clean-tech investments for Mohr Davidow Ventures. “We really wanted to figure out a way to connect all these incredibly talented people across the campus.”

Campus Connections

From a student e-mail listserv in 2005, BERC has grown into a more than 1,000-member, campus-wide student group that will host its third annual energy symposium on Feb 23. In addition to organizing the symposium, BERC also spearheaded the creation of a new MBA class called Energy, Sustainability, and Business Innovation, designed for students interested in developing and commercializing innovative energy technologies.

This fall, eight multidisciplinary teams of students, typically including two Berkeley MBAs per team, are going a step farther, actually evaluating the commercial viability of technologies under development at the Lawrence Berkeley National Laboratory (LBNL). BERC’s leadership, including current co-chair Naveen Sikka, MBA 09, teamed up with LBNL’s Technology Transfer Department to create the new program, called Cleantech to Market. The technologies being evaluated include a novel solar-chemical storage device and a breakthrough fabrication method for high-efficiency solid state photovoltaic devices.



Wind Warrior

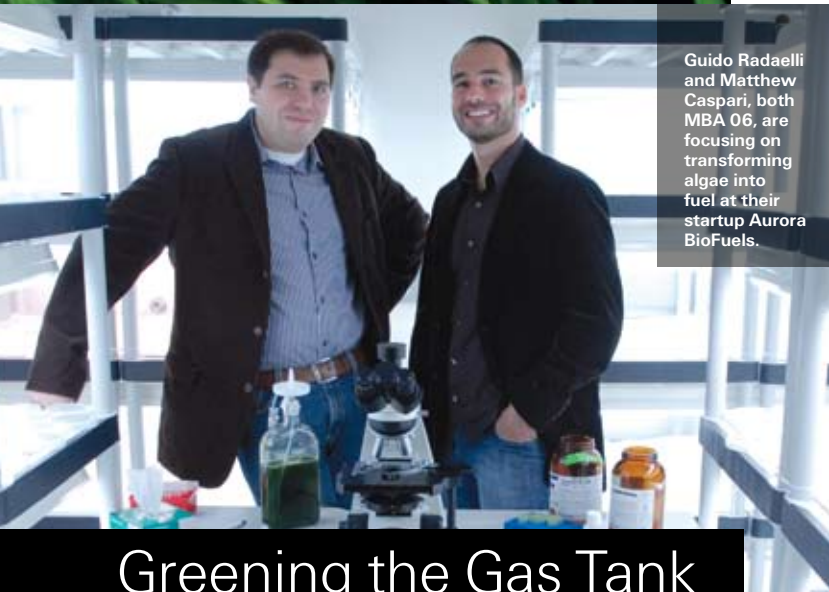
The energy industry has changed dramatically since **Brenda LeMay, MBA 01**, entered the field in the mid-’90s. Back then, LeMay had turned an undergraduate finance degree into a job with Enron’s international development group, working on projects in Puerto Rico, Bolivia, Brazil, Venezuela, and Thailand. Seeking a break from travel, she enrolled at Haas, taking a particular interest in the Energy and Environmental Markets course taught by Haas Lecturer James Bushnell, research director of the UC Energy Institute, and Haas Professor Severin Borenstein, director of the UC Energy Institute.

Shortly after she graduated, Enron went bankrupt, the California energy crisis unfolded, and LeMay was ready for a new direction. She spent two years traveling, and on a plane back from Costa Rica, she ran into the chief development officer for Horizon Wind Energy, based in Houston, Texas. LeMay worked for Horizon as a consultant, then opened a California office, which now has five employees.

LeMay leads development, including the permitting work necessary to create wind farms throughout the Pacific Southwest. The complex process involves negotiating with landowners, entities like the Bureau of Land Management and the California Public Utility Commission, and community stakeholders such as the Sierra Club.

It’s a job for the patient and the tenacious: While Horizon currently owns seven US wind farms and has developed another six, none are up and running in California to date. However, LeMay played a major role in helping broker a deal this July for Pacific Gas & Electric to buy power from a Horizon subsidiary in Oregon. “California is a great state in terms of its awareness and its desire to have renewable energy, but the hurdles take several years to overcome,” says LeMay.

LeMay has taken an active role in helping shape state policy. She has helped implement Senate Bill 107, enacted in 2006, which requires electricity companies to procure 20 percent of their energy from renewable sources by 2010. Now LeMay is working with the governor’s office to boost that requirement to 33 percent. LeMay’s advice to current students: “Don’t underestimate the public policy aspect of renewable energy development!”



Guido Radaelli and Matthew Caspari, both MBA 06, are focusing on transforming algae into fuel at their startup Aurora BioFuels.

Greening the Gas Tank

When Aurora BioFuels CEO **Matthew Caspari, MBA 06**, arrived at Haas to study entrepreneurship, oil prices were rising and biodiesel was gaining buzz. “Algae had been researched in the past and wasn’t economical when oil was at \$20 a barrel,” says Caspari. But today, he says, it has “a ton of potential” as a cleaner fuel source for trucks and ships.

Although burning biodiesel releases carbon dioxide, algae sequesters the gas as it grows, creating an eco-friendly “neutral cycle,” Caspari says. And while biofuel sources like soy or corn divert crops from the food market and are in short supply, algae can grow quickly in large yields on marginal land, he adds.

The UC Berkeley Management of Technology (MOT) program introduced Caspari to Aurora’s future co-founders:

Guido Radaelli, MBA 06, now Aurora’s VP of engineering; and Bertrand Vick, now Aurora’s chief scientific officer, who finished his Ph.D. in molecular and cell biology this year. Caspari met Vick in MOT Executive Director Andrew Isaacs’ Opportunity Recognition class. Haas classmate Radaelli, meanwhile, was transitioning from an engineering background to renewable energy.



“I was thrilled by not only the promises of a rapidly expanding industry, but especially the feeling that I could play a critical role in the development of a technology with the potential to radically improve our lifestyle,” Radaelli recalls.

In 2005, the trio conceived of Aurora as a renewable energy company focused on transforming algae into fuel. In 2006, they won the Berkeley Business Plan Competition and the Global Intel +UC Berkeley Technology Entrepreneurship Challenge.

Noventi signed on as the lead investor in Aurora’s first round of venture capital funding after Aurora won the business plan competition. Aurora also received a boost from David Charron, executive director of the Berkeley Entrepreneurship Laboratory, which initially housed the startup.

What a difference two years and nearly \$5-a-gallon gas have made. Aurora, now based in Alameda, Calif., completed a \$20 million second round of funding in June. With that funding, Aurora, still in the research stage, is shifting its focus to improving and scaling up its processes.

“When we first started, people said, ‘You want to do what?’” Caspari says. “Now the problems of first-generation biofuels from food crops have pushed a lot more interest onto algae.”

Because a student population turns over every few years, BERC needed a faculty-based partner to serve as an institutional memory, and to help move ideas from lab to market by matching students with clean-technology investors or companies. The answer: the Center for Energy & Environmental Innovation (CEEI), which, as Coleman puts it, is the chassis to BERC’s engine – a permanent structure to harness student momentum.

“CEEI is trying to become the door that people knock on when they approach the university for information about energy technologies,” says Co-Executive Director Catherine Wolfram, an associate professor at Haas. Wolfram helped create the center in late 2007 with Co-Executive Director Andrew Isaacs, an adjunct lecturer and also executive director of the UC Berkeley Management of Technology Program.

“I think climate change is one of the two or three most important topics facing the world,” Wolfram says.

CEEI awarded a dozen innovation grants to student teams in its first year, and is beginning a fellowship program for students to undertake independent research projects on energy topics. One team that received an innovation grant, for example, has been working in Guatemala debuting its design for a cost-efficient rooftop solar water heater.

Red Rivals

A similar impulse toward interconnectedness led Bhavik Joshi, MBA 09, to launch the Berkeley-Stanford Clean Tech Conference series last year. Joshi, a student in the Berkeley-Columbia Executive MBA Program, was frustrated with conferences that were too general and so crowded that it was hard to bend the ear of the panelists. His solution: An annual series of two or three more personalized events, limited to 250 people and one topic each, so that everyone gets a chance to chat. This year’s conferences focused on electric vehicles and solar energy, featuring panelists like Roy Kuga, VP of energy supply for Pacific Gas & Electric, and Chris Paine, the director of the 2006 documentary *Who Killed the Electric Car?*

Most notably, Joshi brought BERC together with its cross-bay counterpart, Stanford University Energy Crossroads. “Rivalry is good on the football field,” says Joshi, “but this is an opportunity for the smartest brains in business, policy, and engineering to collaborate, cross-pollinate, and create new companies to find real large-scale solutions to address the climate crisis.”

For many Haas students, including Joshi, the greening of the energy market has meant a chance to get in on the ground level of an exciting new business. Joshi recently joined Better Place, a startup developing infrastructure for electric cars. Several recent grads have launched their own green energy companies, including Matthew Caspari and Guido Radaelli, both MBA 06, co-founders of Aurora BioFuels (see sidebar); Zach Gentry, MBA 05, co-founder of Adura Technologies, which makes office lighting more energy efficient; and Matt Evans and Jit Bhattacharya, both MBA 08, founders of Live Climate, a nonprofit that works to offset carbon emissions.

VC Enthusiasm

Investors, too, are eagerly coming aboard. Venture capital investments in clean technology are showing record growth, even as the overall venture industry has slowed down, according to the National Venture Capital Association,

PricewaterhouseCoopers, and Thomson Reuters. “The fact that venture capital is focused on green technology is an indicator that we’ve gotten to a point where there is enough certainty on the regulatory side and enough innovation in labs that venture capital sees a big opportunity,” says Coleman.

Coleman credits Haas, and his ability to pursue a combination degree with Berkeley’s Energy Resources Group, with helping him develop the palate that he now uses to sample the new technologies and businesses emerging in the green energy field.

“I tried to go as broad as possible when selecting classes,” he says. “Courses like Energy Markets, Corporate Finance, Marketing, and Energy Innovations were pretty fundamental to what I do now, but courses like Real Estate gave me an understanding of how to evaluate asset-based opportunities. New Product Development gave me the tools to guide companies through the innovation process.”

Dot-Com Déjà Vu?


Unlike the entrepreneurial spirit during the dot-com boom, however, there’s a greater focus on doing good than doing well in this green energy era. “There is a multiple bottom line – that’s what makes it so appealing,” says Joshi. “We don’t want the ‘clean-technology bust.’ We want to bring back leadership to the US in green energy by accelerating business, policy, and technology innovation.”

Coleman points to another difference between the green energy and Internet booms. “Unlike the Internet, you can’t throw a lot of Red Bull and pizza and some money at people and say ‘Go for it!’ The best ideas in green energy don’t necessarily just get done with effort and time,” Coleman explains. “In energy and clean technology, you are dealing with the fundamentals of physics, biosciences, and chemistry, and those are a challenge.”

Haas students, meanwhile, have the added advantage of being surrounded by other UC Berkeley departments and schools that are leaders in the sciences. Thanks to an unprecedented, though controversial, \$500 million grant from British Petroleum, Berkeley is currently building the Energy Biosciences Institute, charged with developing alternative energy sources.

Admittedly, past student interest in energy was a bit cyclical, says Borenstein, a nationally recognized energy expert who drew some heat for a recent critique of the cost-efficiency of solar photovoltaic panels. Enrollment in his energy class, for instance, waned during the dot-com craze, boomed during the California energy crisis, and then dropped again. This year, the class was maxed out, and National Public Radio even sent a reporter out to cover the course’s three-week computerized simulation, in which students compete to sell electricity and trade carbon credits.

Yet with this latest spike in energy enthusiasm, Borenstein predicts a sea change in public priorities. “The events that are driving it are climate change and very high energy prices, and neither of those is going away anytime soon,” Borenstein says. “The interest we’re seeing in energy is not something that’s going to come and go. I think it’s going to be with us for at least a decade.”

Students, he adds, are also taking a longer view. “Students are looking for a broader payoff from their careers, and this is a field where they feel like ten years out, they will see themselves as doing something meaningful.” 



Conservation Queen

Janice Berman, MBA 96, started her career at Pacific Gas & Electric (PG&E) 21 years ago in the division that plans power plants. “Within a year,” she says, “I had switched to focusing on energy efficiency and how we could avoid the need to construct power plants.”

Today Berman, who attended the Evening & Weekend MBA Program, manages 350 employees as PG&E’s senior director of customer energy efficiency, solar, and product development. She oversees a \$900 million annual budget to help customers install solar energy and become more energy efficient. PG&E provides rebates for energy-efficient products, from compact fluorescent light bulbs to high-efficiency air conditioners. It seems to be working: While per capita energy use has increased by 50 percent nationwide over the past three decades, it’s stayed relatively flat in California, Berman notes.

But California has an ever-expanding population, and Berman’s goal is to address at least half of that new demand via energy efficiency and solar installations, rather than new power plants.

“California’s objective is to have 1 million solar roofs installed over the next decade, and we’re trying to do our part to make sure that happens,” Berman says. So far, almost 25,000 PG&E customers have gone solar.

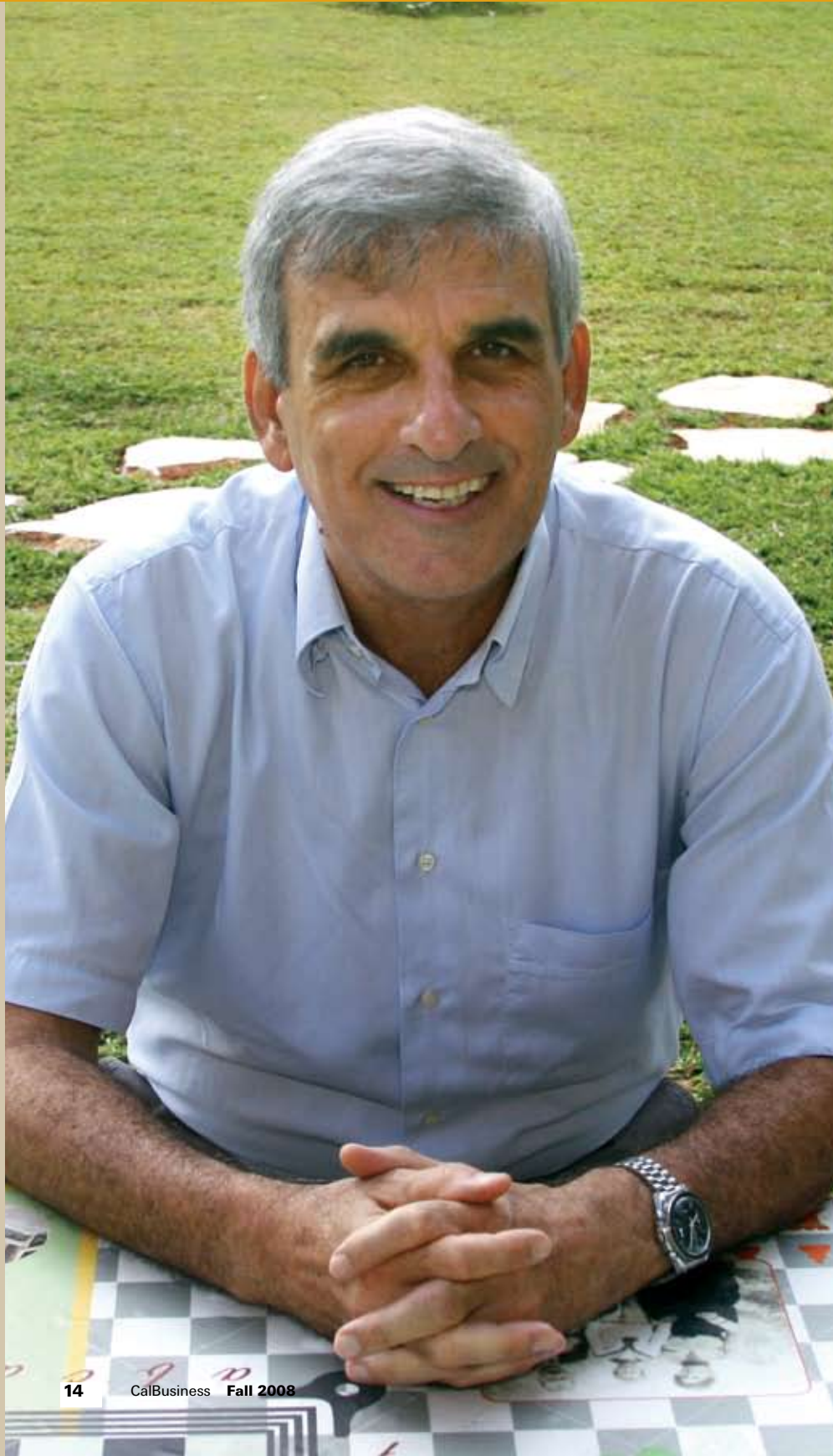
Part of Berman’s job is brainstorming what she calls “future frontiers” – ideas about creating sustainable, energy-savvy communities. “In areas where whole new communities are being developed, there are opportunities to build in sustainability and energy efficiency, and reduce the carbon footprint,” she says.

For example, California uses an enormous amount of energy pumping water to homes, then pumping it back to centralized water treatment plants. What if wastewater could be treated on-site, and the resulting “gray water” used for watering plants or flushing toilets? Or, what if new homes could be designed so that their roof angles and orientation maximize their solar energy collecting potential?

Berman also designed PG&E’s ClimateSmart program, which lets customers balance out the greenhouse gas emissions associated with their PG&E electric and gas use for a small monthly charge.

Although much interest in green energy has focused on startups, Berman notes that working within an established utility can yield big results. She says, “I have a lot of resources to work with in a large company and can have a big impact steering those resources to programs that advance clean and green technology.”

Your Haas Network



Yossi Bachar, MBA 85,
Ph.D. 87

**Executive Committee Chairman,
University of Haifa
Former Director General,
Israel Ministry of Finance
Tel Aviv, Israel**

Doctoral studies at Berkeley are easy for no one. Yossi Bachar, MBA 85, Ph.D. 87, who would one day become director general of Israel's Finance Ministry, found them particularly jolting.

"UC Berkeley was the first place in which I felt I was under pressure to study hard," says Bachar, who had been an outstanding undergraduate at Hebrew University. "During my first ten weeks at Berkeley, I studied more than in all of my undergraduate studies put together."

He learned finance and banking from David Pyle, now the Willis H. Booth Professor Emeritus of Banking and Finance at Haas, as well as economics from future Nobel laureate George Akerlof in the Department of Economics.

Perhaps most importantly, Bachar learned "how to approach a problem, how to analyze it."

Akerlof, he says, urged him to "try to solve any problem first in the simplest form. If it works, move forward; if it doesn't work, then the theory doesn't work. So try something else."

Enduring Berkeley's rigors gave Bachar confidence years later, when the Israeli government tapped him to address the near-total control the five largest Israeli banks had over the nation's capital market. Businesses that needed capital had virtually nowhere else to go. As director general of the Finance Ministry, Bachar called on the habits ingrained in him from Berkeley to institute a series of capital market reforms.

"At the first meeting of the Bachar Committee, I said, 'We are going to approach this problem from scratch. What is the main problem? There's not enough competition in the capital markets. How can we fix that?'" recalls Bachar, who was previously a managing director at Arthur Andersen in Israel. "This line of thinking was enhanced significantly by my Berkeley education."

And that line of thinking led to the "Bachar Reform," which forced the nation's top five banks to release their control over provident and mutual funds. By opening those funds to new players, the reforms that Bachar helped develop have been cited as a main factor contributing to Israel's swing from a recession in 2003 to a boom in 2005.

In addition to Berkeley, Bachar credits some of his success to timing and luck. "In a crisis, people are willing to accept tough measures," says Bachar, who now runs his own consulting firm and is chairman of the executive committee of the University of Haifa.

As the Finance Ministry's director general, Bachar also led Israel's economic discussions with the United States. Whoever wins the presidential election, he believes the relationship will remain close. Bachar says, "America and Israel share so many joint interests."

Maura O'Neill, MBA 04

**Chief of Staff, US Sen. Maria Cantwell (D-Washington)
Washington, D.C.**

Lots of people told Maura O'Neill, MBA 04, she was crazy to come to Haas after starting three companies. But she wanted to reflect on and expand her skills, and chose the Berkeley-Columbia Executive MBA Program to get the best of both universities.

She one-upped her own expectations: The serial entrepreneur also helped classmate Bryce Johnson, MBA 04, build a Web 2.0 textbook company, which they sold in March. "I believe that you have the most amazing life if you are a voracious and continuous learner," says O'Neill, who lectures on entrepreneurship with the Haas School's Lester Center for Entrepreneurship and Innovation.

In January, O'Neill's career took another turn when she became chief of staff to US Sen. Maria Cantwell, a Washington State Democrat whom O'Neill has known since 1992. Cantwell is a leader in energy reform, also O'Neill's passion. As Cantwell's top aide, O'Neill has organized Senate hearings on oil prices and is leading the charge on clean energy tax incentives. On a typical day, O'Neill may also tackle issues of media consolidation, wiretapping, Medicare, and Iraq War financing – all before lunch.

"My life has two main threads: I've invented most things, and I've always tried to make a difference," says O'Neill. "I thought there must be a way to build a profitable business and step more lightly on the earth."

O'Neill wrote her own degree program in environmental studies at the University of Washington, and now she's completing a doctoral dissertation there on unconscious bias in decision making.

From 1982 to 1995, she headed O'Neill & Company, advising electric utilities on energy efficiency and then pioneering curbside recycling programs. She then followed with two more creations: ConnexT, a software company serving the deregulated energy market, and ImproveMyBusiness.com, which used the Web to help streamline small businesses. Next she served as CEO of Explore Life, a public-private effort to build Seattle's life sciences industry.

Along the way, she and her husband raised two children. "I'm a mom, and you learn to multi-task very well," O'Neill laughs. "I've always done volunteer work, my businesses, and family stuff, so this job is actually a little easier because it's all in one place."



Paraag Marathe, BS 99

**Vice President of Football Operations
San Francisco 49ers, Santa Clara, Calif.**

Every Sunday during football season, Paraag Marathe, BS 99, feels partially responsible for whether the San Francisco 49ers win or lose. He doesn't catch touchdown passes, kick field goals, or sack quarterbacks. But he signs the players who do.

As the team's vice president of football operations, Marathe negotiates player contracts and manages the salary cap – the limit a team can spend on players' salaries. He never imagined he could work for his favorite childhood football team until his sophomore year at Cal, when he saw the Tom Cruise movie *Jerry Maguire*.

"If you were not an athlete, I didn't know there was a career in sports. But *Jerry Maguire* let me see that there's the agent side of it and the front office side of it," he says. "That's when I realized I wanted to get into sports."

While studying at Haas, Marathe interned at IMG, a sports marketing and management firm. After graduating, he joined management consulting firm Bain & Co., who 49ers executives hired to help evaluate potential draft picks. Marathe impressed the Niners brass so much that they offered him a job, and he's steadily risen up the ranks ever since.

Marathe is credited with developing new statistical methods for evaluating and acquiring players and managing the team's salary cap, which in the early 2000s prevented the team from having funds to get or hold new players. He also has developed extensive databases on players and their salaries to better compare players with similar skill levels when he's negotiating a contract.

Marathe's goal, of course, is to help the team win again. "It doesn't feel like a job," he says. "It's like a hobby to me because I love it so much."

As Marathe enters his eighth year with the 49ers, he credits Haas for building the foundation for his success. "The level of intellect there makes you raise your own game," he says. "My ability to break down problems in a logical, rational way and go from Point A to Point B all started at Cal."



Your Haas Network

Marcos Kulka Kuperman, MBA 01

**General Manager/CEO
Fundación Chile
Santiago, Chile**

Soon after earning his degree from Haas, Marcos Kulka Kuperman, MBA 01, began what would seem to be an ideal job for a recent MBA graduate from Chile: a position at Visa International managing strategic commercial alliances for Latin America. But two short years later, Kulka left Visa in Miami to return to his native country.

"When you're in the US as a foreigner, you always have the urge to return home and develop value for your country," says Kulka. "Plus, you also get interesting opportunities: To be a CEO at 35 is not that common."

But that uncommon position is exactly where Kulka has landed, as CEO of Fundación Chile, a 32-year-old foundation funded by Chile's national government; ITT Corp., a high-tech engineering and manufacturing company in Atlanta; and BHP Billiton, an Australian mining and oil industry giant. Part venture capital firm, part business incubator, and part technology developer, Fundación Chile launches and builds technology-based businesses.

The opportunity to create businesses – Kulka's professional goal – convinced him to leave Visa for Fundación Chile in 2003. Kulka began by overseeing business development, providing business design and contract know-how to startups like Oleotop, a \$20 million-a-year supplier of rapeseed oil (a fish food) to the salmon industry. And he negotiated licensing agreements with Swiss biotech firm Novartis for a salmon vaccine co-developed by Fundación Chile.

"In large companies, business development happens over a really long term, ten years," says Kulka. "But the foundation puts out three or four businesses a year."

Kulka jumped to the corner office in early 2006, when the foundation's CEO became Chile's minister of public works and its president became CEO of the CODELCO mining company. Headhunters hired by the foundation's new president quickly realized that Kulka knew Fundación's business better than anyone. In a June article for *El Mercurio*, Chile's largest newspaper, a top headhunter in Chile named Kulka one of Chile's top seven young CEOs.

Before Haas, Kulka received a degree in commercial engineering at Chile's Catholic University and went on to work at CB Financial Group and CMPC, a Chilean paper products company. For Kulka, Haas was the right stepping stone from finance and marketing to high-tech.

"To develop new businesses, beyond having the personality, you need a background in finance, marketing, and negotiations. That's what I strengthened at Haas," Kulka notes. Plus, he adds, "Haas was very oriented toward technological innovation."

That combination has made Kulka a generalist. And, he says, "Being a generalist has helped me to handle everything from renewable energy to vaccine development."



Kathleen Earley, BS 75, MBA 77

**President and COO, TriZetto
Newport Beach, Calif.**

Kathleen Earley's move from telecom pioneer to health care technology executive might seem an unlikely leap. But the transition makes complete sense to Earley, BS 75, MBA 77, president and COO of health care software maker TriZetto. "The common theme throughout my career is applying technology toward solving hard business problems," she explains.

At Newport Beach, Calif.-based TriZetto, Earley is tackling inefficiencies within the health care system. Her company's software systems target everything from administrative waste to improving the cost and quality of hospital care to building networks that better manage patient disease.

While at Haas, Earley's fascination with global monetary systems led to a thesis on currency trades in the pre-computer era. "What I took away from Berkeley is to never be afraid of the numbers or the story the numbers tell," says Earley, whose first job out of Haas was selling IBM's technology to Bank of America and Wells Fargo.

After 17 years at IBM, Earley joined AT&T in 1994 and founded its first Internet business division, developing and marketing services like Internet access and Web hosting to corporate customers.

She grew the division into a \$1 billion powerhouse that provided a data communications backbone which helped fuel the Internet boom. By 2001, however, after working under four AT&T chairmen, Earley turned down the chief marketing officer job and decided she needed a break.

"I took three years off, served on five corporate boards, and got to finally enjoy my kids and go to a baseball game," she says.

After pondering early retirement, Earley accepted a job in 2004 with TriZetto instead, joining company founder Jeff Margolis' mission to change health care. Since Earley joined the now ten-year-old company, TriZetto's annual sales have nearly doubled from \$280 million to a projected \$500 million in 2008. Within the last few months, she also helped sell TriZetto, which was publicly traded, to a private equity firm for \$1.4 billion.

But for Earley, success is not only financial; it's about revolutionizing an inefficient industry and enjoying the ride. "Every day I learn something, and I love it," she says.

Erik Holmlin, MBA 06

**Chief Commercial Officer, Exiqon A/S
Tustin, Calif.**

Long before the media took notice, Erik Holmlin, MBA 06, understood the pressing need to diagnose carriers of antibiotic-resistant superbugs more quickly than two or three days. A faster test, he knew, could mean the difference between life or death from pneumonia or a bone and skin infection.

"The carriers of these superbugs are asymptomatic. You admit them and they transmit the bugs to other patients," says Holmlin, who started molecular diagnostic company GeneOhm Sciences with his Ph.D. advisor in 2001 while doing post-doctoral chemistry work at Harvard. "To prevent transmission, you need a test that gives results within hours."

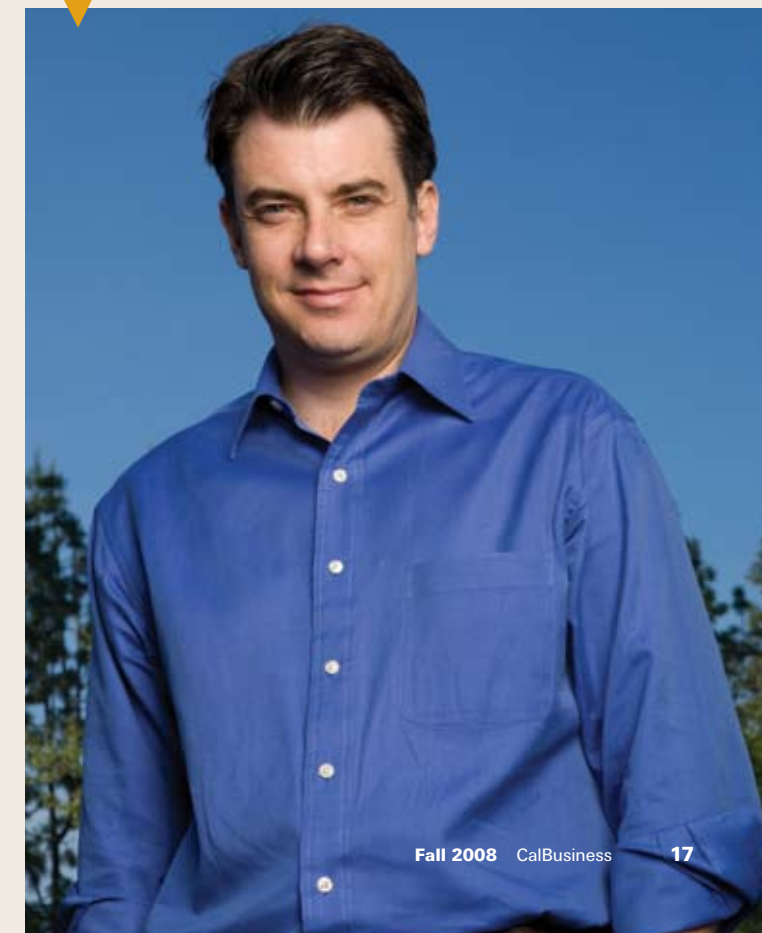
GeneOhm began selling that test in 2005. So far, nearly 2 million patients have been tested.

While working as chief technology officer at GeneOhm, Holmlin enrolled in the Berkeley-Columbia Executive MBA program to gain a better grasp of the business side of his company. He found himself juggling the sale of his 230-person startup while studying for his MBA. He recalls a nail-biting stint in a student conference room at Columbia trying to hammer out a deal.

"The deal fell apart during one conference call," he says. "I was just crushed and I had to go back to class for the week." A weekend scramble put the deal back on the table and Holmlin sold GeneOhm for \$230 million.

At Haas, Holmlin found Professor Philip Tetlock's Organizational Behavior class surprisingly insightful. His skepticism toward the less analytical nature of the course quickly faded, he says, as he learned to appreciate that human behavior "makes the difference between a company's success and failure."

Holmlin is now chief commercial officer of Exiqon A/S, a Danish company that recently entered the US oncology diagnostics market. He is bringing the principles applied successfully in GeneOhm to cancer testing. "It's about teaching people – physicians and patients – that they can do things differently," he says.



Alumni Notes

News from Haas Alumni

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

HAN to Create Industry-Focused Virtual Communities

By William Ledeen, MBA 86, HAN Alumni Council Member

In response to feedback from alumni, the Haas Alumni Network (HAN) is creating new “virtual communities” to foster more communication and career opportunities among members.

A recent survey of nearly 2,000 Haas alumni revealed that alumni desire more networking events and activities focused on specific industries and disciplines. In addition to developing more such events, a new task force of the HAN Alumni Council is creating “virtual” industry- and discipline-focused communities of Haas alumni that transcend geographic boundaries.

These virtual communities are poised to put the Haas Alumni Network at the cutting edge of business school alumni services. To our knowledge, Haas is one of the first top business schools to have industry-focused chapters to serve a worldwide community.

We envision these affinity groups enabling alumni worldwide to exchange ideas, to network, and to explore career opportunities in a managed and secure online environment. Initially we plan to support existing affinity groups (for example, real estate and biotech) with new online services. We also plan to develop new affinity groups allied with specific centers of excellence within the Haas School (such as the Lester Center for Entrepreneurship and Innovation, the Management of Technology Program, or the Center for Energy and Environmental Innovation). We will be calling upon Haas alumni to help us prioritize and to volunteer to lead affinity groups in the coming months.

So please watch for e-mail announcements about this exciting new venture and be prepared to contribute your innovative ideas and preferences as we embark on this important expansion of the Haas Alumni Network.

In the meantime, the new Affinity Groups Task Force is particularly focused on the technology challenges of supporting virtual communities, including which technologies are most effective at connecting far-flung alumni. If you have expertise, advice, or interest in these issues, the Affinity Groups Task Force would welcome your participation. For more information, please contact Leslie Kanberg, director of alumni relations, at leslie@haas.berkeley.edu.

Undergraduate

1940

David Rea, BS, of Stockton writes, “Still playing golf!”

1948

Ivan Houston, BS, writes, “I received the Lifetime Achievement Award from the International Association of Black Actuaries in Washington, D.C., Aug. 2. I am the retired CEO of Golden State Mutual Life Insurance Co. of Los Angeles. I have served as a board member of Pacific Telesis Corp., First Interstate Bank (now Wells Fargo), and Kaiser Aluminum and Chemical Corp. I served as a member of the Berkeley Business School, now Haas, from 1980 to 1985. I am completing my memoirs as a combat infantryman in the all-black 92nd Infantry Division, which fought in Italy during World War II. I am also a member of the Big C Society, having earned my varsity letter in track and field in 1946 and 1947.”

1954

Eugene Bramhall, BS, of Provo, Utah, writes, “I retired as general counsel and assistant to the president at Brigham Young University in 2000 after spending 18 months with my wife of 54 years (we met as freshmen at Berkeley) in Jerusalem at the Brigham Young University Center For Near Eastern Studies. I resumed private law practice with a large Salt Lake City, Utah, law firm. We are the parents of five children, one of whom practices law with me; 22 grandchildren; and three great-grandchildren. One daughter swam on the UC Berkeley women’s team and married the captain of the men’s swim team. A second son has his MBA and the other two daughters have their degrees from BYU. I continue to run (five marathons), ski, and travel as time allows.”

1955

Roscoe (Skip) Brooks, BS, of Danville, Calif., writes, “We joined another Bear Treks (Cal Discovery) trip this year to complement our trip to China in 2007. This time we ventured to Europe with 20 other Bears for a trip up the Rhine River and onto Switzerland – 16 days of excitement and awe.”

1957

Karl Wahl, BS, of Toronto, Canada, writes, “I retired in June 2000 after working for 50 years, including 32 years as CEO with five different companies in transportation and distribution. I invented the hub and spoke method of managing road transport in 1965. My wife and I moved to Canada in 1969, and I became a Canadian citizen in 1980. We have been married for 50 years in August and have raised three children. We have traveled to 35 countries since I retired.”

1958

William Clark, BS, of El Dorado Hills, Calif., writes, “I am enthusiastically involved in my second career as a contract recruiter, which began in 1991 after being in high-tech sales and sales management. Like most of those who have worked in Silicon Valley, I have experienced fabulous good times and weathered many economic storms, including several startups that didn’t make it and one that did. I enjoy working in the recruiting business because it has the same kind of constant interaction with people that I experienced in sales. I have no plans to retire. I love to visit the beautiful campus, go to the football games and see my grandson playing in the Cal band. I am rooting for an outstanding season with Coach Tedford. Students and alumni may contact me at any time for advice, networking, or just to say hello.”

1959

John C. Wilson Jr., BS, has been living in San Francisco since graduation. He has been married to Kristin for 43 years. They have three children living in New York, Los Angeles, and San Francisco, and two granddaughters. After a career in accounting, high finance, and business management, he started his own valuation firm in 1989. He still practices, but on his own hours.

1960

Milton (Chow) Fung, BS, of Oakland writes, “I am a big Olympic Games fan. I have been to the following Olympic Games: 1964 Tokyo, 1968 Mexico City, 1972 Munich, 1984 Los Angeles, 1996 Atlanta, and 2008 Beijing. Sure the lines are long, the prices unreasonable, the security stifling, but the experience is exhilarating! See you in London!”

1962

Carlo Odella, BS, of Dayton, Ohio, announces that his son and his wife just had their second set of twins! The older girls are 33 months old, and the new boy and girl twins are 2 months old.

1963

Ronald Cassano, BS, maintains a CPA practice, serving as treasurer of the Diablo Symphony Association and city treasurer of Walnut Creek, Calif.

1964

Serge Matulich, BS, see PhD 1971 notes.

Schuyler Bailey, BS, see MBA 1965 notes.

1965

Nancy Beyer Burpee, BS, of Houston, Texas, writes, “I am adjusting to retirement after 30 years as an accountant and controller, having my own consulting business as an outside controller for small and medium sized companies. I’m considering being a volunteer for Junior Achievement at our neighborhood elementary school – a bilingual school – to see if I can inspire this young generation to dream of being entrepreneurs. My husband, Barry, is substitute teaching for bilingual students, after he spent 40 years traveling the Western Hemisphere. Our daughter, Hilary, now resides in San Francisco with her husband, Shaun. Our son, Adam, is a small-business banker in Houston and

is about to start his MBA at the University of Houston. I want to thank Berkeley for the wonderful education it provided me.”

Carl Jacobs, BS, of Woodland Hills, Calif., writes, “I always wanted to retire from management consulting and go back to school to study music and have done so, though I still work a little. I recently sang solos of St. Sean’s Christmas Oratorio with the San Francisco Valley Master Chorale, sing with my jazz band, including recently for a fundraiser honoring LA’s mayor and for the Method Fest Film Festival. I also perform solo, especially weddings and holiday music. I will be singing the National Anthem at the Cal/Stanford men’s basketball game Feb. 14. I have been active in Haas alumni affairs, planning events and serving on the LA Board, and Development Council. I was just elected to the Board of Trustees of the California Science Center Museum. I have recently traveled to Russia, Galapagos, Machu Pichu, Greece, and former Yugoslavian countries.”

Vijay Kumar Pandit, BS, of Mountain View, Calif., writes, “After graduating I did actuarial work and passed three Society of Actuaries exams. After that I joined IBM in San Francisco. I also worked for IBM competitors Memorex and later BMC until 2005. IBM San Jose hired me several times – the last time was in 2007 at its Silicon Valley Labs. I am a member of the Board of Advisors of InternetSpeech, a startup offering a connection to the Internet by any phone using just the voice. I also ran an import/export business in between my software assignments. My first grandchild, a girl, was born to my daughter, Amba, on May 30. I am active with the California Democratic Council and contribute writings to their chat group. I am also a supporter and contributor to the International Committee on Tibet.”

Barbara (Schwartz) Steinmetz, BS, of Belmont, Calif., writes, “I have been the president and owner of Steinmetz Financial Planning, a fee-only financial planning and asset advisory firm for the past 19 years as well as an enrolled agent with a separate tax and audit practice. After raising two sons (a biomedical and electrical engineer and a pediatric gastroenterologist) with the complete support of my husband of 42 years, I decided to pursue my

Tenny Frost Expands Professional Role at Haas



Tenny Frost, Executive Director of Alumni Relations and Annual Giving

Tenny Frost, who built up the Haas Alumni Relations team as director and executive director, has been promoted to executive director of alumni relations and annual giving.

In her new role, Frost will work closely with both Leslie Kanberg, director of Alumni Relations, and a new director of the Annual Fund to develop strategies, synergies, and support for the Alumni Relations and Annual Fund units. Frost has been a dedicated member of the Haas Alumni Relations team since 1994.

“Tenny has proven to be an effective manager with a focus on teamwork, results, and customer service,” says Larry Lollar, assistant dean, development and alumni relations. “Tenny’s passion for the Haas School – which she has demonstrated again and again – will serve us well as she expands her duties to include the Annual Fund.”

dream business. We have been able to structure my practice so that we have time to pursue our passion – travel, gourmet cooking, wine, and time together.”

1966

Stephanie (Kaiser) Eddy, BS, of Santa Rosa, Calif., writes, “Instead of retiring, my husband, Dorr (Art Center School ‘65), and I are growing our online business (www.calliopedesigns.com) as a retail addition to the wholesale business we’ve had since 1976. While we’ve had factories in Santa Rosa, Calif., and Mexico in the past, we are currently having our products made in southern China and enjoying our associations and travels there.”

1972

Glenn Carlson, BS, of Las Vegas, Nev., writes, “I am still flying internationally with retirement less than two years away. I have flown to Beijing numerous times over the last two years watching the preparations for August 2008. My son has become a professional pilot, which makes me proud. My books are still selling and I am getting into e-books. I am still trying to break 100 in golf.”

1973

Barry Gilbert, BS, see MBA 1977 notes.

Dean Meyer, BS, of Ridgefield, Conn., released the FullCost software and business planning process, which organizations, such as IT departments, use to attach costs to their service catalogs. He’s putting his Haas School training to work, applying business concepts to organizations within the business.



Erick Vinther, BS 73

Banker and broker associate with McGuire in San Francisco, established his own firm, Vinther Properties in Burlingame. Prior to his career in real estate, he was national sales manager of Zircon International and West Coast regional vice president of Beecham Cosmetics, Lancaster/Vita Bath, and Max Factor.

1974

Larry Batina, BS, of San Clemente, Calif., writes, “Since 1990 I have lived in Southern California and engaged in senior finance, operations or general management positions for private and public CPG, food, nutraceutical, and biotech companies. I’m starting the fifth year as CFO of Alacer Corp., creator of Emergen-C

Alumni Notes

with sales in major FDMC and health channels with responsibility for classic financial as well as multi-plant operations, international supplier contracts, and strategic growth options. I remarried in 2005 and am proud of my son, who graduated from Cal's econ department in May (and who found a job!). I make the annual trek with fraternity brothers for the Big Game."

Alan Fong, BS, writes, "We will be celebrating our 27th wedding anniversary this year with my wife, Charlene (BS, UCSF School of Nursing '77) and have just finished my 20th year with the State Compensation Insurance Fund. Our oldest son, Jordan, is a senior at UC Davis, majoring in political science. Our daughter, Dana, is a junior and will be joining him at UC Davis, majoring in interior design/communications. We are also active at the First Chinese Baptist Church in San Francisco."

1977 Philip Cernuto, BS, was appointed vice president at Lincoln Industries, an international manufacturing company headquartered in St. Louis, Mo. He and his wife, Lisa, have four children.

Pamalah McNeeley, BS, of Forest Knolls, Calif., "We supplement the fuel you are using now with hydrogen created in our hydrogen-hybrid generator. This system improves on Faraday's electrolysis with a patented design to make the highest amount of hydrogen we have seen. Our hydrogen-on-demand generator installs in cars, truck, (or any combustion engine) to increase fuel mileage from 20 percent to 40 percent. We are building a sales distribution network now. See Hydrogen-hybrid.com."

1978 Debra (Fink) Bogaards, BS, of San Francisco writes, "I celebrated my 50th birthday with a sock hop, which I've done every five years since age 30. My hus-

band, Pieter, and I will celebrate 25 years of marriage. My law partner, Bob Pave, and I formed our boutique law firm, Pave & Bogaards, almost 15 years ago. Lastly, I just successfully concluded my 30th jury trial. I continue to practice both plaintiff and defense side in personal injury, elder abuse, ADA, employment law, and landlord/tenant law. For the past three years, I have been named a Northern California SuperLawyer, and Top 50 Northern California Women SuperLawyer. As an accounting and finance major at Haas, I am thrilled that my youngest daughter, Danielle, transferred from Northwestern to Cal this fall, where she hopes to follow in my footsteps and major in business. She is also going to be on the Cal Women's Crew Team. My older daughter, Jamie, is a junior at the University of Oregon and wants to be a teacher. I would love to hear from classmates!"

Anson Wong, BS, of El Dorado Hills, Calif., writes, "After a successful 20-year career in finance and marketing at Intel Corp., I retired in 1998. With my wife, Marien (BA, class of 78, Intel retiree in 2001), we raised two beautiful daughters who are now both in college (Kristin, Pomona College 08, currently at USC pursuing her MA in communications; Caitlin, a freshman at Cal, pre-business). During my 'retired' years, I founded the El Dorado Hills girls' AAU basketball program and served on several nonprofit boards, including the Sacramento Asian Sports Foundation. I also had time to pursue my love of the violin after a 20-year hiatus and currently play in the first violin section of the Folsom and Auburn Symphonies."

1979 Nancy Riddle, BS, see 1984 MBA notes.

Gabriel Anthony Torres was born to **Maximilian Torres, BS,** and Devra in Ann Arbor, Mich., on July 24. His seven siblings – Esther (17), Baron (15), Miriam (13), Rachel (10), Susanna (8), Juan Diego (5), Johanna (3) – are ecstatic, especially his two brothers. Max continues to teach corporate and securities law at Ohio Northern University's Pettit College of Law, and business ethics and organizational behavior at IESE Business School (Barcelona) where he earned his Ph.D., and has taught since graduating from Harvard Law School in



Maximilian Torres, BS 79, with son, Gabriel

1992. He also teaches in executive programs at the University of Michigan when he can.

1981 Karl Edwards, BS, of Los Angeles is hosting the weekly online podcast, Working Matters. These fun interviews cover a range of workplace issues all empowering people to enjoy greater ownership of their lives and careers. Join the conversation on the Web at the Working Matters Blog at www.boldenterprises.com. Karl owns and is principal at Bold Enterprises Cultural Architects, a coaching and consultancy firm that equips leaders and teams to design their own workplace cultures.

Joann (Martens) Weiner, BS, is contributing editor, Tax Analysts, and adjunct professor of economics at George Washington University. She returned to Washington, D.C., in 2006 after living in Brussels for seven years. She wrote a book on company tax reform in the European Union, *Guidance from the United States and Canada on Implementing Formulary Apportionment in the European Union* (Springer: New York, 2006). She has a Ph.D. from Harvard University, is a member of the Board of Community Tax Aid in Washington, and a volunteer income tax preparer. She is married to Richard Weiner and has three children, Josh, Stephen, and Naomi."

1985 Douglas Burnet, BS, married Logan Waters in August 2007 in Berkeley's Tilden Park.



Douglas Burnet, BS 85, with fiancée, Logan Waters

He practices as a corporate business consultant with Pragmatic Financial. The Burnets live part-time in Berkeley and part-time at their country home in Lake County.

Niloo Soleimani, BS, of Sunnyvale, Calif., writes, "After 22 years of working in the corporate world at four major companies, traveling around the world, getting my MBA, doing a lot of community work, changing careers several times, I finally found what I would like to spend the rest of my life doing. I am opening a body, mind, and spirit center in the heart of Silicon Valley to help reduce the daily stresses of the high-tech industry and to create healthy balanced lives (www.whisperingwind-center.com). I'm really excited."

1986 Lawrence "Larry" Schaffer, BS, of Los Olivos, Calif., writes, "I recently returned to school and received my master's degree in viticulture and enology at UC Davis. Since graduating in 2005, I've been employed at Fess Parker Winery and am assistant winemaker. I have also just launched my own wine label, Tercero Wines. I specialize in Rhone red and white wines, including grenache, syrah, mourvedre, and grenache blanc. Visit my Web site, www.tercerovines.com. Feel free to e-mail me anytime just to say hi or to arrange for a visit, tour, or tasting of my wines and the Fess Parker/Epiphany Cellars offerings."

Ken Sunoo, BS, writes, "In the summer of 2007, my family and I were able to visit Korea and Scotland after we were awarded a Lilly Foundation Pastoral Sabbatical Grant. For the past 10 years, we've been enjoying life in Seattle, Wash."

Raymond Young, BS, writes, "I have become a full time CPA, self-employed in Fremont, Calif. I was an IRS agent for five years, and my clients really appreciate that experience. I did joint ventures with Deloitte and Touche under Jeanpierre & Co. CPA's. I also became a professional photographer for about 15 years, photographing red carpet awards (Emmys, Teen Choice, Billboard Music), Miss Universe, Miss USA, and Miss America. I'm also an expert marketer, studying under Jay Abraham, Chet Holmes, Dave Lakhani, Frank Kern, Kevin Hogan, and others."

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

Alumni Notes



Michelle Maykin, BS 04, is joined by Cal defensive star Zack Follett at Cal Football's annual Fan Appreciation Day, where Maykin's friends and family organized a bone marrow recruitment drive.

my family and friends created Project Michelle (www.projectmichelle.com), a campaign to recruit more potential donors. Although we have added over 13,000 new individuals to the registry, none of them match me, and so our desperate search continues.

One of our most successful and fun drives was at Cal Football's annual Fan Appreciation Day, where Coach Tedford, football players, and many fellow Bears fans registered.

To register, you just need to complete a form and a cheek swab test, which only takes ten minutes. If you're notified as a match, the donation process is often similar to giving blood and not harmful at all.

Please register and tell your family and friends to register. You can learn more about how you can save me and others at www.projectmichelle.com."

Michelle Maykin, BS 04, writes, "After graduating in 2004 with a double major in business and political economies, I began working for KPMG in San Francisco. Surrounded by amazing friends and my loving husband, **Van Le, BS 02**, things were looking great until I was unexpectedly diagnosed with Acute Myeloid Leukemia in February 2007.

Eight rounds of chemotherapy have kept me alive for the past year and half, but now my only chance for survival is a bone marrow transplant. Unfortunately, I am one of over 6,000 cancer patients who need a life-saving transplant but do not have a donor. In an effort to find myself and others a match,

advocacy for affordable housing and community revitalization. In June she and her family spent a week at Camp Gold up at the Lair.

1993
Monica (Emerick) Storch, BS, writes, "My husband, Jeff, and I welcomed our beautiful daughter, Sadie Reese Storch, to the world on Feb. 10. I am senior counsel at MacAndrews & Forbes Holdings Inc. in Manhattan."

1994
Suzanne Greva, BS, writes, "I am living in Petaluma with my two children, Ruby (11) and Matthew (8). I have recently accepted the position of director of financial services and controller at Dominican University of California in San Rafael."

Kevin Long, BS, writes, "After Haas School of Business and Hastings College of Law, I started the Law Offices of Long & Associates in Monterey Park, focusing on business and immigration legal matters between Greater China and the United States."

1996
Ron Mahabir, BS, has been in Singapore for two years and is focused on the development of clean energy projects in the Asia Pacific with Asia Cleantech Capital (asiacleantech.com). The firm is transferring proven clean technologies to projects in the region. Please contact ron@asiacleantech.com for more information. Ron and his wife, Cindy, are the proud parents of Nicholas (3) and Tyler (4 months) and are enjoying living in Southeast Asia.

1997
John McClintock, BS, of Manhattan Beach, Calif., recently co-founded Source Capital Advisors LLC (SCA), a national real estate advisory firm that provides advisory and buyer representation services to an elite group of student housing firms. He has more than eight years of transactional experience as an attorney and a real estate professional, advising clients on the development, financing, acquisition and disposition of real estate. Before SCA, he was a business and real estate transactions attorney at Greenberg Glusker LLP, representing investors, developers, owner/operators, and property managers on company formation, joint ventures, private offerings, financings, and purchase and sale transactions. He started his career at Gibson, Dunn & Crutcher LLP, where he represented Casden Properties in its \$5 billion merger with AIMCO.

1998
Lay Hoon (Lim Sandy), BS, of Brunei Darussalam writes, "My son is 20 months old and my daughter is 6 months old."

1999
Lee (Thysell) Amaya, BS, writes, "I'm still working at IBM and I've been promoted to senior business controls advisor. Last year my husband and I had our second boy, Tyler (our oldest is Jaydon). I've been reminiscing about my days at Haas and missing all my friends! I hope you all have enjoyed career and personal success."

Greg Haack, BS, writes, "I'm happy to announce my marriage on June 21. My wife, Thu, and I live in Irvine, Calif. I'm a partner at Pacific Group health insurance brokerage in Laguna Hills."

2001
Diana Rothschild, BS, of San Francisco writes, "I am excited to share that in the past year, I completed my MBA (at our rival school in the South Bay) and started working at Blu Skye Sustainability Consulting (www.bluskye.com). We focus on helping the world's largest companies and industry leaders think about creating business value by incorporating a sustainability lens to their operations and corporate strategy."

2002
Daniel Cheng, BS, writes, "After graduation I spent five years in nonprofit and economic consulting in Los Angeles. I've finished my first year of the MBA program at Wharton and I'm on year number two."

Christopher Zobrist, BS, of Ho Chi Minh City, Vietnam, writes, "I've been living and working in Vietnam for the past two years. I'm running a small IT outsourcing business, as well as pursuing some other entrepreneurial projects. If you're ever traveling to Vietnam, please let me know. I'd be happy to show you around!"

2003
Chrysann Thau, BS, writes, "Both Colin Nakagaki (cognitive science major and business administrative minor) and I graduated in 2003 and have been working in San Francisco ever since. We started dating while we were at Cal and have recently got engaged! We are still working at two of the Big Four firms and when we are not working, we are



Chrysann Thau, BS 03, and fiancé, Colin Nakagaki

taking Japanese classes, planning the wedding for August 2009, and collecting Cal gear for the upcoming football season."

2004
Trista (Thompson) Owens, BS, writes, "My husband, Phillip M. Owens, MBA, 2004, and I had our first child, Elliot, on Aug. 7, 2007. We absolutely love being parents. Professionally we have been weathering the real estate storm that has hit California so hard in recent months. Being that we both work in real estate development in Orange County, Calif., - I'm an assistant controller for a major regional firm, and Phil is a director of acquisitions and development for a local firm - we have seen it all firsthand. Needless to say, life since Cal has been eventful."

2005
David Pordes, BS, writes, "After graduating from Haas I moved to San Francisco and started in the Deloitte SF audit practice. I spent three years in the financial institutions group serving mainly venture capital and real estate clients. This July I departed from Deloitte and joined Farallon Capital Management, a hedge fund in San Francisco. I've kept up with a lot of my Haas classmates but am always interested in reconnecting with old friends. I can be reached at dpordes@gmail.com. All the best to the class of 2005!"



Steven Chu, BS 06

Steven Chu, BS, writes, "I just finished a two-year stint as an advertising art director in Chicago and New York. I'm currently freelancing in photography and working towards editorial fashion and advertising jobs. My work is online at www.steevay.com. I also recently did a 10-day spree with a friend through Europe, where we attempted to do all there was to do in London, Paris, and Milan."Boy, that was tough on my feet but we got some great pictures."



Philip Wu (far right), BS 07, and friends at the Berkeley Club Gala in Shanghai

2007
Phillip Wu, BS, writes, "After graduating from Berkeley, life at home didn't give me the same excitement and energy as I experienced at Cal. For this and many other reasons, I decided to travel to China. I'm in Shanghai now studying Mandarin Chinese. After building up my language ability, I plan to find a job in Shanghai and gain some international work experience. There are many questions I have yet to answer, such as what kind of job I will look for and how long I will stay in China. I've always considered myself a detailed planner, but for once in my life I'm just going with the flow. I enjoy my new friends, city lifestyle, and learning about my new environment. I'm learning so much about China, the world, and myself. Everyday in Shanghai is an adventure for me!"

2008
Brian Ouyang, BS, of San Francisco is working in financial services.

MBA

1961
William D. Whisler, MBA, of Danville, Calif., received his Ph.D. in engineering from UC Berkeley in 1965 and spent six years working in industry before joining California State University, Hayward, for 28 years, retiring in 2000 as professor emeritus of business and economics. He received two Fulbright grants and was a professor at the University of the Republic in Montevideo, Uruguay, where he initiated the country's first doctoral program in business. As a Senior Fulbright Scholar in Ecuador, he evaluated the country's graduate business programs. He and his wife, Ruth, and daughter, Lia, lived in Madrid

from 1989 to 1990, when he served as resident director of international programs for California State University students abroad. A 1999 article in *Chess Life* discusses his draw with Bobby Fischer in the 1955 US Junior Chess Championship. Since retiring he has co-authored a textbook used in graduate business schools and traveled on a year-long trip around the world visiting 40 countries. .

1964
Georgina (Pesante) Falu, MBA, is still directing a technology computers summer program for children of El Barrio in New York. The program, which she founded 20 years ago, encourages children to stay in school in areas with plenty of job opportunities. She invites alumni interested in helping as board members, volunteers, or fundraisers to call her at 212.828.6699 or 646.705.3266. She also translates Spanish books on African history. Last February she traveled to Armenia, Colombia, to lecture on Afro Latinos and their African heritage. Alumni interested in this topic are invited to contact her at 333 E. 118, New York, NY 10035.

1965
Schuyler Bailey, MBA, writes, "Susie and I just completed a three-month trip in our 24-foot RV to New England and Prince Edward Island, Nova Scotia, and New Brunswick. Aside from the refrigerator acting up and dodging major snow, severe thunderstorms, and tornados, the trip went really well and was an incredible adventure! We have now driven the RV to 22 of the 49 states we can drive to in the five years since we retired."

1967
Peyton (Tim) Carr, MBA, of Newmarket, N.H., retired in 2004 after 30-plus years as an American Airlines pilot. He enjoys gardening, landscaping, and volunteering on his town's zoning board of adjustment.

1969
Wallace Lowry, MBA, writes, "I started teaching in 1969 at Sonoma State University and began a private CPA prac-

tice. I am now a retired emeritus professor from SSU having served 32 years. I was in the U.S. Naval Reserve for 29 years, reached the rank of Navy captain, and served in Philippines, Thailand, Hong Kong, Japan, England, Italy, Sicily, Spain, and multiple U.S. locations. My volunteer positions have included president of the Luther Burbank Center for the Arts (now the Wells Fargo Center for the Arts), Sonoma County Family YMCA, Santa Rosa Rotary, Sonoma County Navy League, and Empire Breakfast Club; treasurer for the Sonoma County Museum and Redwood Empire Council Boy Scouts of America; chairman and 21-year appointee to both the Santa Rosa Redevelopment Agency and the Santa Rosa Housing Authority; and a director of several additional not-for-profit agencies. I am serving my second term as an elected board member to the Santa Rosa City Schools.

1970
Joe Amundsen, MBA, writes, "My daughter, Stephanie, and I have a lively accounting practice in New York with more than 50 investment banks as clients. While the banks represent capital from all over the world, each wants to invest in the newest idea out of California. Let us know if we can help with your latest expansion."

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<http://haas.berkeley.edu/alumninotes>

Alumni Notes

1971



Peter Michael, MBA 71

Peter Michael, MBA, launched Underground Railroad Free Press in 2006, serving the international Railroad

community with independent news reporting. A 2008 survey showed that Free Press has attained a 55 percent market share against five competing publications. This fall the electronically distributed Free Press will award for the first time the Free Press Prizes for Leadership, Preservation and Advancement of Knowledge in the contemporary Underground Railroad community. Visit www.urrFreePress.com for more information. Michael is the seventh generation of his family to own Cooling Springs Farm, a national historic site now open to the public and one of the nation's most visited Underground Railroad safe-houses. Haas alums are always welcome. Visit www.CoolingSprings.org for more.

Max Oliva, MBA, writes, "After nine years of living in or near Calgary, Alberta, Canada, and being involved in a ministry to people in the corporate world, I am relocating to San Jose, Calif. For an excellent account of where I have been and where I am going and will be doing, go to www.jesuits.ca and click on News. Then click on July 22, 2008. The article you will find there was published in the July 19 issue of the *Calgary Herald*."

1972

William Sherman, MBA, writes, "My once-rare combination of JD and MBA degrees has made all the difference in my life and career. My law career started as a lowly clerk at Davis Polk & Wardwell on Wall Street, continued through the next 16 years at then-Pillsbury Madison & Sutro in San Francisco, and is reaching its maturity as a more than 20-year partner with Morrison & Foerster in Palo Alto. I have been involved in over 250 public offerings and have been at the public birthing of companies including Oracle, Intel, Netscape, Dreyer's, Adobe, PeopleSoft, Re-Usable Pie Crust Company of America, Compaq, Fair Isaac, and JDS Uniphase. I have been a lecturer at Haas on the legal regimen of public offerings and public companies and was recently honored by the Haas School with an inaugural Richard Holton Teaching Fellowship Award. Awards like Best Lawyers in America or Top

Legal Eagles have followed me around, but the greatest honor is that my partners and clients still call and ask me "What, from your experience, do you think we should do, Bill?"

1975

Mary P. Carryer, MBA, has joined Cliff Consulting, Inc. (<http://www.cliffconsulting.net>), which provides highly experienced project leadership to corporations and nonprofits throughout the San Francisco Bay Area. A 30-year veteran of the financial services industry, Carryer will bring her executive leadership experience in financial institutions and board experience in the nonprofit sector to CCI clients in the Bay Area and the Southwest, where she resides.

1976

David Roberts, MBA, of Oakland, Calif., was named co-CEO of Evnine & Associates, a quantitative hedge fund management company in San Francisco, founded by Jeremy Evnine, a UC Berkeley Ph.D. in operations research. Previously David was the West Coast managing director of Focus LLC Investment Banking, specializing in financial and business services clients. He practiced law after graduating from Boalt, then started an entrepreneurial career as a franchisee of Chuck E. Cheese's Pizza Time Theatre, eventually taking his company public. He followed that with a less successful venture into "healthy" fast food, an idea way ahead of its time. After marrying Gail Simpson, a Berkeley Ph.D. in economics, they started a statistically based insurance services firm, which made it onto the INC 500, and followed that with Caliber Collision Centers, now the nation's largest collision repair company and also a former INC 500 member. With a freshman daughter at Arizona State and another daughter beginning her freshman year at Berkeley High School, David is a long way from retirement and credits the demands of teenagers for keeping him out on the soccer field instead of the golf course.

1977

Barry Gilbert, MBA, writes, "After three years of angel investing and consulting, I've plunged back into the 9-to-5 world (really 9 to 9) as CEO of MDK Motorsports, America's fastest growing consolidator of motor sports retailers. Never having ridden anything larger than a scooter on vacation in Paris, this is an entirely new world for me but great fun learning a new industry. I now have my own motorcycle, a DL650, and will be buying an 80-miles-per-gallon scooter next month."

1978

Jerry Butzer, MBA, of Gainesville, Fla., returned from private equity assignments in Shanghai, where he acquired Chinese portfolio companies as managing partner of Pan Asia Group. He writes, "I'm founding Reddog Media, where I will executive produce projects in development at various studios. A Hong Kong project is due for release in 2012. My own screenplays, while awaiting copyright protection and acquiring distribution commitments, will be funded by a publicly traded conduit on Wall Street around 2010. I'm also writing a book on film finance for Hollywood professionals." Scheduled release is 2010. Previously he was involved in private equity investments into commercial properties, primarily in Los Angeles; mergers and acquisitions; corporate securities valuations; and portfolio acquisitions for national real estate funds. Earlier, he served on a White House staff, did early doctoral work in urban economics at Stanford, and won numerous writing awards.

1979

Lori Gibson-Banducci, MBA, writes, "All three kids are grown (mostly). How did that happen? I've been living in Boise, Idaho, since graduation and have spent most of my time working in marketing management (Ore-Ida, H-P, even a stint as director of admissions and communications at College of Idaho). I'm currently working on my new business venture, For Each Other, whose focus is to market and distribute products from women artisans

and cooperatives in developing countries. I am working mostly in South and Central America. Maybe some of you will join me on my inaugural trip in Spring 2009? I left the corporate and traditional business world behind (for good?) in 2004. This is certainly less predictable and lucrative financially, but it seems like the right way for me to be using my time, talent, and experience."

David Larson, MBA, currently works in financial reporting at Westfield Corp., and his wife, Deborah (Stanford, Ph.D. 1981), is a professor of political science at UCLA. Their son Ethan, started UC Berkeley this fall as a Regents and Chancellor's Scholar, majoring in history after graduating with high honors from Palisades Charter High School in Pacific Palisades, Calif.

1980

Michaela Rodeno, MBA, writes, "This is my 20th anniversary as CEO of St. Supery Winery in Napa Valley. I am slightly amazed at how quickly the years have gone, but as my friends at neighbor Frog's Leap say, 'Time's fun when you're having flies.' It's very gratifying to build a reputation for high-quality Sauvignon Blanc and Cabernet, but it doesn't happen overnight. Come and see for yourselves: Haas grads get a special welcome. If you want to have some fun with the presidential elections, go to www.elu08.com for the latest on our independent candidate whose very name means 'elected.'"

1981

Joani (Krieger) Mitchell, MBA, of Palo Alto, Calif., is working at two consulting firms, Clarity (www.get-clarity.com) and Oliver Wyman (formerly Mercer Management Consulting). In her spare time, she is working on starting a travel business for cruises and women's travel. Son, Dan, graduated college and is a political consultant, Rachel is a senior at Scripps in Claremont, and Shoshana is a senior in high school. Husband, Larry, is child-proofing houses as Larry's Baby Safety Service.

1983

Shepard Siegel, MBA, of New York, writes, "Since Haas, I have worked in unconventional trade finance, metal trading, corporate debt restructuring, leveraged finance, corporate loan sales and trading, and have recently moved into the environmental asset space co-founding a business looking to establish a number of environmental restoration projects in different venues and of different types. Stops along the way included Citicorp, Amroc, Goldman Sachs, Fortress, and now Ecology Venture Partners LLC. I look forward to reconnecting with classmates and other alumni."

A career foreign service officer in the U.S. and Foreign Commercial Service, **William Zarit, MBA,** of Washington, D.C., recently took over as deputy assistant secretary for international operations. With posts in 76 countries, FCS promotes US exports and protects US business interests overseas.

1984

George Elias, MBA, of San Rafael, Calif., writes, "I have joined Morgan Stanley as a financial advisor in a high-profile program for second-careerists who have extensive prior investment/financial experience. I spent 25 years first as a commercial banker with Wells Fargo and then as a self-employed business broker active in the middle market. At Morgan Stanley I can advise my clients on the full spectrum of investment possibilities, building upon my expertise in evaluating businesses and working with business buyers making the largest investment of their lives."



Nancy Riddle, MBA 84

Nancy Riddle, MBA, is serving a second term on the Berkeley School Board. She writes, "I left the private sector in

2007 and joined WestEd as their CFO. WestEd is a nonprofit education research, development, and service agency. It is terrific to have my civic work and my career aligned."



Karen (Dozier) Wolff, MBA 84

Karen (Dozier) Wolff, MBA, of San Jose, Calif., writes, "This year I was named to the ReMax Hall of Fame in

recognition of superior service for my 17 years of residential and individual investment real estate. I am honored that more than 90 percent of my business comes from past clients who refer me to people they care for. www.wolffgroup.biz. I continue to be passionate about my role as a volunteer and investor in The Hunger Project. This amazing organization has a proven track record in providing a sustainable end to chronic hunger and poverty in Africa, Latin America, and South Asia by mobilizing thousands of indigenous volunteers to execute strategies developed specifically for their needs and opportunities. www.thp.org."



Laura Clayton, MBA 85

West region for IBM. In this capacity, I lead a sales organization with responsibility for selling IBM hardware, software, and services to clients in the state and local government, education, and healthcare industries. I was previously the vice president of services business development for the communications sector in the Americas at IBM. Prior to IBM, I was vice president, business development, at Rational Software."

1986

Susi Stadler, MBA, of Oakland, writes, "After being in banking for many years, I followed an old dream of mine and got a master's degree in architecture at UC Berkeley's College of Environmental Design. I graduated in 1996 and have been a happy architect every since.

Having gotten the entrepreneurial bug from my MBA time, I opened my own office in 1998. I am especially interested in building 'green' by designing projects with thoughtful and efficient use of space ('less is more') and in designing environments for people in the latter part of their life. My thesis in architecture suggested to link assisted living to civic spaces like libraries. Luckily my work keeps me connected to my European roots and European trends in architecture. I am married and have a 10-year-old son, who also challenges my creative talents. Visit my website www.stadlerarch.com to find out more about me."

1988

Dan Maljanian, MBA, recently joined the American University of Armenia in Yerevan, Armenia, as its director of development. The university is affiliated with the University of California, having offices in the UC president's office in Oakland and in Pasadena, Calif., where Dan works with the president of the university. Dan appreciates the opportunity to visit the Bay Area frequently on business. He and his wife, Patrice, and three children recently moved to Altadena, Calif., where their home was featured on the Altadena Home Tour this year, helping to raise \$65,000 for the Huntington Medical Research Institutes in Pasadena. They are enjoying getting reacquainted with life in Southern California's San Gabriel Valley."



Dan Maljanian, MBA 88, and family

Haas
Memorabilia
Needed
for
History
Project

Sandra Epstein, an author who began writing a book on the history of the Haas School under the sponsorship of former Dean Tom Campbell, is looking for collectors to share items of historical interest to the school and its predecessors, the School of Business Administration and the College of Commerce.

Epstein is seeking publications, newspaper articles, catalogs and announcements of the schools, photos, correspondence, and any other materials that will provide information and insight into the many programs, activities, problems, and accomplishments of the school. If you have any items or information to share, please contact Epstein at spepstein@yahoo.com

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

Alumni Notes

Robin Rappaport, MBA, writes, "After 20-plus years in the investment community, I left the 'real world' and was recently certified as a Registered Therapeutic Riding Instructor by the North American Riding for the Handicapped Association. I'm working with a nonprofit that provides therapeutic horseback riding to disabled children and adults in Los Angeles. Great change for our family. Regards to all."

1989

Peter Evans, MBA, recently joined Wedbush Morgan Securities, a privately held, Los Angeles-based investment banking firm. He writes, "I'm still living in Moraga and continuing on the public finance side structuring tax-exempt bond issues for a wide range of clients located from Seattle to San Diego. Daughter, Katie, is off to Cal Poly San Luis Obispo to study architecture and play on the women's basketball team. Many of my closest friendships at Haas were developed while playing hoops in Harmon or the rec center. Hope everyone is as thrilled as me that we got Rich Lyons back to Berkeley!"

1990



Ray Meadows, MBA 90

Ray Meadows, MBA, of San Francisco writes, "We just passed our three-year anniversary of managing client money at Berkeley Investment

Advisors, and our overall return exceeded our benchmark by 24 percent. We are looking for new clients and possibly new partners to help the firm grow. I would love to hear from fellow alumni."

Richard Newirth, MBA, writes, "After 20-plus years on the East Coast (for my formative years) and then another 20-plus years in San Francisco (including my time at Haas), I've made the biggest life and career change to date. After

being director of the San Francisco Arts Commission for 12 years, I've moved north and taken a director position for the Office of Cultural Affairs in Vancouver, BC. I'd love to get back in touch with lost friends. I can be reached at Richard.Newirth@vancouver.ca or rich.newirth@gmail.com."

1991

John Dougery, MBA, of San Francisco co-founded and manages Inventus Capital Partners with offices in Menlo Park, Calif., and Bangalore, India. Inventus provides venture capital to early-growth companies in India and the US that are participating in the emerging Indian economy or new global markets.

Adam Hardej, MBA, of Carmel, Calif. writes, "Spending much of my time focused on col-lateral valuation and risk management work on commercial and residential portfolios for bank and other institutional clients these days with the subprime debacle and general woes in the financial markets making me a busy man. My firm, BAAR Realty Advisors, has local offices on both the East and West coasts with a national focus on value issues pertaining to real estate. Real estate tip of the day: Good time to buy a vacation condo in South Florida – plenty of inventory and prices are off 2006 peaks by 40-plus percent. Feel free to get in touch with me if you need any valuation-related services or just want to catch up. adam@BAARrealtyadvisors.com."

Frank Hundley, MBA, of Bridgewater, N.J., writes, "I recently celebrated three years as a financial advisor with Merrill Lynch, having made the jump from Morgan Stanley. My client base continues to thrive in spite of the market downturn and harsh economic conditions. I began my term as president of my undergraduate alumni association (Rutgers Alumni Association) July 1. I remain active with the Haas Alumni Network - New York Chapter. Last fall I participated in a panel for prospective Haas MBA applicants. In December my wife, Cindi, and I attended the Haas Winter Celebration Gala. In May we attended a lecture on 'What Will It Take to Be Elected in 2008?' at the home of **Andy Rowan, '76**, and Mary Anne Rothberg. Classmates, **Steve Ramirez**

and **Jacqueline Espinoza**, both MBA 91, visited me for a week in late March, and Steve and I attended a dinner welcoming newly admitted MBAs from the New York area to the Haas family. Afterward, we enjoyed the cherry blossoms in Washington, D.C. I remain in active contact with other MBA 91 classmates, including **Tammy Beaulieu-Hare**, **Joe Brand**, **Curt Long**, and **Monica Dean**.

Nicholas Kiritz, MBA, of Washington, D.C., writes, "Currently working to save the US housing market by managing and enhancing Fannie Mae's economic capital modeling unit. Wish me luck."

Bruce Kirton, MBA, writes, "I'm taking a break while between jobs and enjoyed the summer with my kids. I've traveled to Argentina and Aruba, and we've recently relocated to Washington, D.C., from Atlanta. I'm taking on a couple of consulting assignments and trying to narrow down what I want to do next."

Derrick Mar, MBA, of Seattle, Wash., writes, "I was the vice president of engineering at FrontBridge Technologies, which we sold to Microsoft in 2005. I recently left Microsoft to join another private company called Varolii (www.varolii.com) as the CTO. In addition to the traditional responsibilities as the CTO, I also have the combined leadership for all technology, engineering, operations, and customer management functions at Varolii."

David Parker, MBA, of Moraga, Calif., writes, "Continuing to establish and build Parkmon Vineyard's reputation as a premier producer of locally grown, world-class wines. Check us out at www.parkmon.com."

Bruce Tolley, MBA, of Los Altos, Calif., is vice president of marketing for Solarflare Communications, a fabless semiconductor startup company headquartered in Orange County, Calif.

1992

Victor Casalino, MBA, writes, "After 3 years in Sydney we are back home in Seattle getting used to life in Washington again."

Jorge Mercado-Pérez, MBA, was promoted to CFO and vice president, finance and administration, of Pepsi Bottling Group Mexico, the largest Pepsi Bottler in Latin America.

Judith Riffle, MBA, has returned to the Bay Area to accept a CFO position with Chamberlin Associates, a commercial real estate development firm. Judy, her husband, Brad Wiblin (MCP '94), and their daughter, Roxanne, live in north Berkeley. The family is enjoying reunions with Cal friends and basking in the urban ambience and lifestyle unique to this corner of the globe.

Leslie (Wilson) Widmann, MBA, writes, "**Dan Widmann, MBA 91**, and I just celebrated the one-year anniversary of the opening of our ice cream shop, MilkShake Werks, in Redwood Shores. We make our ice cream from scratch right on site at the shop from fresh cream, eggs, and pure cane sugar and have developed quite a local following. We're coming up on the first birthday of our little daughter Erin, an absolute cutie pie!"

1993

James Lasher, MBA, writes, "I have recently stepped away from investment banking after 10 years (half with Morgan Stanley and half with Bank of America). I provided corporate finance and M&A advice to real estate and lodging companies, and I'm looking to move to the investing side of the real estate business shortly. First, however, I took a nice long summer vacation in China with my wife, Mary, and four children, ages 8 to 3. Mary and I lived in Hong Kong for a couple of years (our son was born there) and it's been nice to share some of our passion for the region with our kids. I plan on finalizing my next professional move after returning home to Marin County."

Robert Pascual, MBA, writes, "The big news is that this past March I married Libby Evans, who has made me a happy man indeed! Her warmth, caring, intelligence, wit, and beauty bring me joy every day. We're busy settling into our new life and home together in San Francisco with our two crazy dogs. I've continued my work in the nonprofit sector, which

I began immediately upon graduation from Haas. After several stints as CFO at local nonprofits, I've shifted to the role of independent consultant (www.robertpascual.com), focusing on nonprofit financial management. I have had the opportunity (and privilege) to work with many wonderful organizations that are doing such vital work in our San Francisco Bay Area communities in the areas of human services, community organizing, advocacy, and philanthropy. Although I see many people in need of help, I also am encouraged by the commitment and talent of all the people with whom I've been fortunate enough to work."

Jorge Spichiger, MBA, of Santiago, Chile, writes, "I am the CEO for the local Funds Manager Penta AGF. What a terrific challenge in today's volatile and sophisticated capital markets. I am having the time of my life! I am married to Patricia, and we have the most amazing three daughters."

1994



Art Altman, MBA 94

Art Altman, MBA, manages research in energy derivatives, energy markets, and energy risk management for the Electric Power Research

Institute, in Palo Alto, Calif. This work now includes carbon risk, intermittent resources such as wind, and consumer "demand response." If you share this interest, feel free to contact him at aaltman@epri.com.

Susan Bernstein, MBA, of San Rafael, Calif., added another three letters to the end of her name – Ph.D. Her doctoral research looks at the advice the career changers often receive, to "trust your heart" and "listen to your gut." She wanted to know if and how people contemplating career transition use their embodied awareness in addition to their intellect. Visit her website, www.WorkFromWithin.com.

Kim Fisher, MBA, of San Francisco writes, "I've had the pleasure of seeing many alumni and Haas faculty through my new company, which has partnered

with the Haas Center for Executive Development. We have, together with the faculty, developed short courses in pricing, product management, negotiations, and market research. Check out our programs and come back to Haas for a week! www.galimagroup.com."

Michael Garrow, MBA, is the new general manager for the Little River Casino Resort in Manistee, Mich., which is owned by the Little River Band of Ottawa Indians. Michael lives in Michigan with his wife and six children.

Toshiyuki Ogura, MBA, moved to Austin, Texas, from Kamakura, Japan, a historic "samurai" capital and beach resort town. Toshiyuki writes, "I am going to make a big lifestyle change to pursue an academic career. I will join a Ph.D. program in sports management at the University of Texas."

Marilee Shaffer, MBA, writes, "In a major departure from the high-tech, biotech, and marine navigation worlds, my husband, Steve, and I are opening a winery in Oakland, Calif. Urban Legend Wine will be located at 641 4th St., and tasting should begin in the late spring of 2009. We'll be starting with Italian varieties – Sangiovese, Barbera, and Nebbiolo, both reds and rosé. You'll be able to find out more about the effort at www.urbanlegendwine.com in early 2009."

Alan Xusheng (Xusheng Yao), MBA, of Shanghai, China, writes, "If any one of my classmates or alumni has interests to invest in China, please contact me. Since 2005, I established and have owned a real estate company developing residential, retail, and hotels, including a Holiday Inn in Shanghai and Suzhou, China." Before that, he was CFO and CEO of Asia Pulp and Paper Co. in China, or APP China, for six years. From 1994 to 1999 he was general manager of a real estate company that developed class A office buildings and five-star hotels, including a Westin in Shanghai.

1995

Jonathan Becker, MBA, writes, "Life is very good. After years working for someone else, I started my own consulting business, helping companies execute strategies with a focus

on team effectiveness. I am living in Piedmont, with Dave Charron and Dana Harmon as close neighbors, and Steve Miller and family soon to be one. My wife, Virginia, and I are very much enjoying life as parents to our 2-year-old son, William."

Charlene (Grant) Boroumand, MBA, writes, "My son, Veritas, just turned 1 in June. He's a very happy, smart little boy and sleeps really well! We are incredibly lucky. We're still nearby in beautiful Marin County, Calif., and hoping that our good fortune will extend to our latest venture, ChumWorld.com ('chum' means companion or friend). We recently went live with FitnessChum.com and ParentChum.com. Anyone reading this would probably enjoy at least one of the two, if not both! We're trying to enrich people's lives by alleviating the isolation that is so common in today's busy, task-centric society. ChumWorld's mission is to connect people together – in real life – to foster and promote meaningful and shared interests and activities. Our tagline: 'It's not social networking, it's life management.' Feel free to contact me. I'm also on LinkedIn as Charlene Grant."

Laura Flores, MBA, writes, "My husband, Scott, and I welcomed Max Alberto Mahler into the family on March 10. Our little 'gringuito' was born in Panama, where we are currently living. I have been working as assistant representative for the UN Population Fund since 2006, and now am thoroughly enjoying being a mother. We can be reached at lflores@alumni.haas.org."

Arno Hesse, MBA, writes, "After several years working with clients on strategic culture change, I have joined Union Bank of California as executive vice president for retail market segment management. Implementing its new retail strategy, I oversee product management and marketing for consumers and small-business customers. As Union Bank has managed to stay well above the subprime mortgage crisis, we are actually ramping up and hiring. My work is pretty California-centric, allowing me to enjoy living in San Francisco even more."

Red Gillen, MBA, writes, "This past spring, I left the Bay Area after a long run and moved to Portland, Ore. Although I miss Top Dog and looking over the Bay, I am enjoying the beer, bicycles, and (summer) weather up here. I'm still at my job as a senior analyst for Celent. Should any Haasers be passing through town, please feel free to look me up."

Chris McClain, MBA, of Saint Paul, Minn., writes, "Carolyn and I have had another child, Katherine Rose McClain. In addition, I just closed a \$25 million series A financing for a biopharmaceutical company (Nora Therapeutics, Inc.) that I co-founded with a Johns Hopkins School of Medicine faculty member."



Adam McDonough, MBA 95

Chamber of Commerce board of directors in February 2007 and married in April 2007. He writes, "Life is good."



Julie Perigo, MBA 95

(Australia) I spent about a decade as partner in Global Executive Search. I became interested in what happens to our lives and careers post-50: the new extended career. I set up Re-Inventors in Australia around that theme (HR policy consulting and executive development), and the CGAcademy, which also runs public programs, on my return to my homeland, UK, last year. My first book on the subject, *Winners in the Second Half*, comes out in the US, Europe, and Asia shortly. If you are interested in assisting on my further research on later-career issues (and thereby the sequel) please contact me via www.winnersinthesecondhalf.com."

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Alumni Notes

1996

Ron Gies, MBA, was named executive vice president of commercial banking for National City Bank. His responsibilities will include sales strategy, development, automation, training, communications, and incentives/reporting. He relocated his family to Cleveland, Ohio, five years ago to be closer to his wife's extended family and spent the first three years with McKinsey & Company. Two years ago, Ron joined National City in the Retail Bank to start its Sales Strategy group.

Alan Seigrist, MBA, of Hong Kong writes, "In April my family traveled to Washington, D.C., where my father was posthumously awarded with his second Agency Seal Medallion for counterintelligence work he had done in 1962 on a mission in Arctic Russia called Project Coldfeet. Sadly for all of us, my father, Capt. Connie Seigrist, passed away only a month beforehand. He was in poor health. A painting of the mission was unveiled and hung on permanent display in the main hallway of the CIA headquarters building in Langley, Va. You can see a picture of my wife, Barbora, and me at the famous entrance to the CIA. It was a sobering experience for me when I looked at the book of names under the wall of stars and recognized almost all the names in the first row as my father's friends when we were growing up. Many of the names are still classified. For more information and a picture of the painting, visit <https://www.cia.gov/library/center-for-the-study-of-intelligence/csi-publications/>



Alan Seigrist, MBA 96, and wife, Barbora

csi-studies/studies/vol52no2/iac/seven-days-in-the-arctic.html."

Alex Sutton, MBA, is back in Seattle after working in Shanghai for the past 2 years helping grow a new engineering center for Microsoft. He's now the group program manager for Windows HPC Server, where he gets to play with neat toys like supercomputers and new areas like computational finance.

1997

Yasunori Nakagami, MBA, of Tokyo, Japan, writes, "I have been running Constructive Activist Fund in Tokyo. We invest in small- to medium-cap undervalued companies in the public market, try to improve management, and to set a stock price catalyst. It's been three years since the launch, and I am very much excited about our challenge. Family wise, we try to educate 10-year-old daughter Kyoko on how to learn, how to study. Wish she would be able to study at a world-class university like Berkeley."

Jacqueline (Quebec) Sofer, MBA, and her husband, Mike, are happy to announce the birth of their son, Lucas Chase Quebec Sofer, in November 2007. He joins big sister, Madeline (5), and big brother, Nicholas (3). They live in Westford, Mass., where Jackie is working at Deloitte Consulting as the chief of staff for the consumer and industrial products practice.

1998

JT Klepp, MBA, writes, "I am happy to announce joining the fatherhood club (<http://tinyurl.com/5df4r2>) with the birth of Calista Marie on June 12. Still has not quite sunk in yet what a monumental event this is – but overly excited to see such a tiny little person forming our family. Work-wise, I just joined a mobile social networking company (storyz.com), which is about to launch. The company is based in Sydney, which is great, as it means a lot less travel. I am still very much involved in my old company, MoConDi, and will probably be an active board member, and hope to list the company on the bulletin board in the coming months. Having a baby and seemingly having two jobs is coincidental, but I am starting to see why some people need to do this."

Judy Heiman, MBA, and her partner, Martha Moon, returned to California after nearly

a decade in Virginia, where Judy served as a state budget analyst and most recently as deputy secretary of education. Judy is now working in Sacramento at the Legislative Analyst's Office, California's nonpartisan fiscal and policy advisor.

Amy Lee, MBA, of San Mateo, writes, "I have been the CFO of Hales & Company (<http://www.halesgroup.com>) for a year now. I have also been studying feng shui and Chinese metaphysics and have a side business providing consultations. Check out my Web site: <http://www.amy-fengshui.com>."

A new book by **Alan Schwartz, MS**, *Medical Decision Making: A Physician's Guide*, has just been published by Cambridge University Press. Alan is associate professor and director of research of the Department of Medical Education at the University of Illinois at Chicago College of Medicine, where he conducts research on decision-making and teaches decision-making, quantitative methods, and leadership and organizational behavior for health professions educators.

Ravi Shankar, MBA, runs product marketing for Siperian Inc., a master data management startup, as the senior director of product marketing. He is also the newly elected treasurer for the San Francisco chapter of Haas Alumni Network.

1999

Gleb Budman, MBA, of San Francisco writes, "Working on my third startup since graduating from business school (last two were both acquired.) This time I am building online backup company Backblaze (www.backblaze.com) with a mission to ensure no one ever loses data again. We've seen great success with US News, Cnet, TechCrunch and others touting it as the world's easiest service. Hang gliding, rock climbing, and snowboarding still take up the majority of my free time, and sometimes, though not nearly as often as I'd like, getting together with the ol' Haas classmates."

Bryon Crowder, MBA, of Falmouth, Maine, writes, "I am about to launch Life Is Fluid Brands. We will produce a reusable, safe (no BPA), recyclable bottle in three sizes to be marketed as various trademarked sub-brands in four major markets – kids,

performance, general use and specialty. But wait, there is more – an innovative twin-neck design that will take the market by storm! We are also donating up to 1 percent for the planet and various children's charities. The mission is to become the dominant brand in the reusable consumer bottle market through innovation and by creating a sense of community, environmental, and philanthropic responsibility, and excitement across multiple markets and age groups."

Alan Knitowski, MBA, writes, "I have recently relocated my family and business activities to Austin, Texas, from Newport Beach, Calif."

Adam Leader, MBA, of Scarsdale, N.Y., writes, "Robin and Zack spent the summer at Camp Walden in Denmark, Maine. Robin pretended she was 25 and single, while Zack learned to walk over roots, kick soccer balls, sing silly songs, and give high fives. I was working at Google NYC in Chelsea building new features for AdWords."

Stewart McGuire, MBA, writes, "I have co-founded Concentric Wealth Management with Berkeley alum Eric Flett (BA 1988). We're based in Lafayette, and our goal is to become the East Bay's premier wealth management firm. Our terrific group of experienced and caring advisors work with our clients to develop personalized financial strategies centered on their goals. Our services include ongoing investment management and comprehensive financial planning. At a time when an unprecedented number of Americans need help planning for the next phase of their career, a comfortable retirement, or leaving a family legacy, we are excited to have the skills and capacity to help serve the community for generations to come. For more information on our firm, please see our Web site at www.concentric-wealth.com. My wife, Katie, and our children, Grace (8) and Tom (6), have been incredibly supportive as I pursue my dream of building a business."

2000

Chris Barton, MBA, of San Francisco writes, "Shazam launched its iPhone application for mobile music recognition in July. This has been the most exciting time for the company, which we founded while completing the Haas MBA program back in 2000. Try it out!"

William Bockwoldt, MBA, of Petaluma, Calif., writes, "My wife, Teresa, and I started a consulting practice specializing in Sarbanes-Oxley, FAS 123R, SAS 70, and a variety of other compliance, tax, and accounting requirements. We can also help you streamline your current financial reporting processes. Check us out at www.soxprofessionals.com!"



Cagla Erdogan Ruacan, MBA 00, with daughter, Duru

Cagla Erdogan Ruacan, MBA, of Istanbul, Turkey, writes, "After working briefly for AT&T Wireless Services, I joined Sun Microsystems in 2001, got married to my longtime boyfriend, Baris Ruacan, in the summer of 2003, traveled around the world, and became a US citizen! Since then we moved back to Istanbul and had a baby girl, Duru, who turned 1 in August. After enjoying motherhood for six months I started my own Internet company – a restaurant reservations system for Turkey that now has 60 of the most popular restaurants as our customers. Check it out if you'll be visiting Turkey, www.rezztoran.com."

Fernando Martinez, MBA, of Miami Beach, Fla., became the 2008 US Windsurfing National Champion after winning nine of the 17 races held in Worthington, Minn., in June. Fernando also secured the top place at this year's US National Racing Tour.



Fernando Martinez, MBA 00

Mitch Posada, MBA, of San Francisco writes, "I would define myself as an entrepreneur and consultant with my firm, Grupo Entrada, a mix of management consulting firm meets interactive shop meets talent agency focused on the Hispanic market. We offer a very unique combination of Hispanic market expertise, Web 2.0 know-how, product development, strategic thinking, creative ideation, content, distribution, and relationships that can create unique value. I'm combining my efforts of LatinLounge.tv, a content/ad network, and QueVerde.com, a media property connecting Latinos to sustainability, with my consulting practice. Some firsts I've been able to accomplish include first Hispanic market-focused venture forum, first Hispanic content/ad network, and first dedicated media property linking Latinos to sustainability. I'm working on unique multi-platform (mobile, online, off-line) marketing concepts and pitching to national brands. I'm looking forward to a great year and more stories to tell my fellow alumni. Hopefully I'll hear from you directly as well."

Laurie (Feldstein) Teichman, MBA, of Ramsey, N.J., writes, "I have now lived in New Jersey 2 1/2 years with my husband, Jason, son, Brady (4), and daughter, Addison (2). Just finished my second year at Unilever, where I was promoted to senior brand manager on the Hellmann's/Best Foods brand."

2001

Mark Brown, MBA, writes, "I've just been relocated from New York to Forrester Research's European headquarters in Amsterdam as the marketing director for Forrester's Global Markets Group. If you're in town, please drop me a line. My address: Vondelstraat 132-I, 1054 GS, Amsterdam. mbrown@forrester.com."

Oluwatosin (Oduola) Iyasele, MBA, writes, "My family moved this summer (driving through seven states!) from the windy (and cold) city of Chicago to the Portland, Ore., area. We're looking forward to enjoying the outdoors, and I am hoping to link up with any ex-classmates living in the area."

2002

Abhijit Mitra, MBA, writes, "Earlier this year, I attended the five-year alumni meet at Berkeley.

I think I qualified as the alum to have traveled the greatest distance to attend this event. I flew all the way from Bangalore. My family loved it. Along the way, we also went on an extended tour of the US, starting from SFO, to San Jose, to Houston, to New Jersey and New York, Miami, and then back to the Bay Area (Cupertino to be precise). Overall 15 days of bliss. It felt good to be back in the US after spending the last two years in Bangalore. After leaving the US in early 2006, I joined SAP Labs India in Bangalore as vice president of development. Usually, I travel every two months to Germany, but very rarely to the US. So this was my second US trip (and first one with family) in the last two years."

Einar Sigvaldason, MBA, of Reykjavik, Iceland, writes, "Warmest regards to everyone in my O1 and O2 classes! Since graduation, I've been the CEO and part-owner of Peocon, a high-tech image analysis company. In early 2007 I left Peocon to found www.tellmetwin.com, a place where you take personality tests and rate what you love or hate. Then through deep data mining you find your Good or Evil Twins (people who think or don't think like you) and use their profiles to get recommendations or stay in touch. All data is user generated and we are not restricted to only movies. We want to be your ultimate discovery tool in any category you can think of – paintings, cities, vacation spots, books, music, clothing design, restaurants, even solutions to medical symptoms. We just went live this fall. In a way, TellMeTwin was conceived in Berkeley when I asked Netflix to find my 'Cinematwins,' those who hate and love the same movies as me. They never replied and I proceeded to found Netfilm back in Iceland. Out of that pet project, gradually, TellMeTwin was born."

2003

Eric Bretthauer, MBA, writes, "In January of this year, my family and I relocated from the San Francisco Bay Area to London so that I could begin a strategy and planning position with a new Chevron operating company that covers Europe, Eurasia, and the Middle East. With the moving transition behind us, we started to take advantage of the many things that London offers and recently went on holiday to Spain. We expect to live in London for the next three

years, so if your travels bring you to the area, please contact me at eric-bretthauer@mba.berkeley.edu."



Eric Bretthauer, MBA 03, and family

Adam Goldworm, MBA, of Los Angeles works at Industry Entertainment as a literary and talent manager and serves as executive vice president of its independent TV label. Goldworm produced NBC's hit summer series "Fear Itself," which offered hour-long tales of suspense from feature film directors Mary Harron, Darren Bousman, John Landis, Brad Anderson, and Ronny Yu. Goldworm also co-produced ABC's Emmy Award-nominated "Masters of Science Fiction" mini-series. This science fiction anthology adapts famous works by Harlan Ellison and other science fiction giants; stars such actors as Anne Heche, Malcolm McDowell, Sam Waterston, and Judy Davis; and is hosted by Professor Stephen Hawking. Goldworm is executive producing a remake of the David Cronenberg film "The Brood" for Spyglass Entertainment. He produced two seasons of the Emmy Award-winning "Masters of Horror" anthology for Showtime, which offered hour-long horror films directed by genre luminaries, including John Carpenter and Tobe Hooper. Goldworm's client Jessica Lowndes can be seen on the CW's new series 90210 and in theaters this Halloween in "The Haunting of Milly Hartley."

Jeffrey Kasowitz, MBA/MPH, writes, "After an incredible spring of travel, including a drive across the southern route of the US, a Jewish heritage trip to Eastern Europe, and a permaculture retreat, I've arrived in Boston with my fiancée, Adina Allen. I'm loving my new job with City Year, where my focus is on leadership development training and establishing partnerships with colleges, universities, and companies to help City Year corps members

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Alumni Notes

find placement after completing their year of service. Adina has begun rabbinical school at Hebrew College and we're keeping busy planning our wedding, experimenting with fermentation, and missing the Bay Area."

Sam Ladah, MBA, writes, "Wendelee and I have moved to London where I'm leading the human resources function for IBM's business consulting unit in Northeast Europe, the Middle East and Africa. Our daughter, Helena (3), and son, Micah (1), are enjoying their new home. We've kept our house in New York, and we expect to be in London for only two to three years (so you should come visit soon)."



Vincent Lu, MBA 03, and family

Vincent Lu, MBA, writes, "My family and I moved to Vietnam in late 2005 so I could pioneer in the real estate development along with Vietnam's economy take-off. We live in a cozy villa within a golf course compound, and my wife, Peichen, and two kids, Brian (7) and Jeremy (5), are gradually getting accustomed to the laid back environment here, though still miss Taiwan from time to time. I am involved in two real estate projects; one is a 27-hole golf course project. Anyone who misses our good time at Tilden and wants to play a round of golf in sunny Vietnam, you are welcome to visit me here."

Dhaval Shah, MBA, of Los Altos, Calif., joined MooWee Inc. (www.moowee.tv) as co-founder & CTO.

Richard Velazquez, MBA, writes, "Two Bears in business in the Pacific Northwest are planning a multi-cultural marriage merger." Richard, a product planner for Xbox at Microsoft and president of



Richard Velazquez, MBA 03, with fiancée, Christine Chen

Seattle's National Society of Hispanic MBAs, is engaged to Christine Chen, BS 90 mass communications and English, a marketing communications consultant and host of 'About the Money with Christine Chen' on PBS. They met on the salsa floor at Century Ballroom one Saturday night, and a few spins later, they knew this encounter was more than just a dance. The Velazquez-Chen reorg will involve continued dancing, a relocation near Microsoft, a golden retriever acquisition, and a myriad of witty business talks about product design and media outreach."

2004

Rafael Alenda, MBA, writes, "We welcomed our third boy, Alastair, into our family in July 2008. Brothers Oscar and Declan are excited to have a new pal join them."

Doug Donovan, MBA, of Portsmouth, N.H., is "fooling around with an online product to satisfy both the hippie and the businessman in him." The business, www.jumpstart2green.com, sells a green kit to facilitate simple, green lifestyle changes. Doug says his footprint is still too big, while his bank account is too small.

Sean Housley, MBA, and Laura welcomed their fifth child into the world in the spring. They are all doing well in Gilbert, Ariz., but miss their friends in the beautiful Bay Area.

Stephen Leeflang, MBA, of Sunnyvale, Calif., writes, "My wife, Alie, and I purchased our first home last summer and immediately proceeded to demolish it. I'm building the house - mostly myself - and hope to finish safely before our second child arrives (due in January). Professionally, Acumen completed a deal with Medtronic in December of 2007

capping an incredible six-year learning experience. Not too bad for our first company, but plenty of tough lessons learned along the way. Looking forward to starting the next one!"

Michelle Thomas, MBA, of Washington, D.C., graduated cum laude from Howard University School of Law in May.

Tony Pines, MBA, married Audrey Anderson on Aug. 16 at Stein Eriksen Lodge in Park City, Utah. They live in Beverly Hills.

2005

Over the last year Dr. **Anurag Mairai, MBA 05,** launched South Asian MBA Association (www.SAMBAA.org), with a J&J colleague, organized its first MBA Mixer in June this year, and has helped the organization grow to 250 members. The fledgling organization's partners include Johnson and Johnson and Haas School of Business. Mairai also was a keynote speaker at the Orientation Dinner for the Class of EW MBA 2011. After leaving J&J in January, he launched his latest venture, Orbees Medical, with his Haas classmate Ramesh Surapaneni. He is also playing a significant role in catalyzing the medical device industry in India as the associate director of Stanford-India Biodesign program at Stanford University, where he spends part of his time. Mairai continues to lead TestPundit, his educational venture serving MBAs and MBA aspirants.

Jamie Pirrello, MBA, of Fort Myers, Fla., was elected to the Board of Trustees of Juniata College, Huntingdon, Penn., in April. Juniata is one of a baker's dozen of the nation's best-performing liberal arts colleges.

Monica Wiese, MBA, of Albany, Calif., writes, "This year my best friend and love of my life proposed. Pablo Seminario, MBA 04, and I are to be wed religiously this year in San Francisco and civilly next year in Lima, Peru. We are delighted that we will share this special moment with so many fellow alumni; our celebration in Peru will definitely be a pseudo 2003 - 2006 Haas reunion."

Martin White, MBA, writes, "Karen and I got married on Oct. 5, 2007, and we have recently moved to Zurich, Switzerland, where I am helping to establish a new office for ZS Associates. Karen is working as translator (German into English) at CLS Communications in Zurich."

Harry Yang, MBA, of San Francisco writes, "Chao and I are thrilled to introduce our first son, Harry Yizhi Yang, born Jan. 18. He sleeps really well at night and likes all kinds of jar foods. It has been a tremendous life experience for us since Chao's pregnancy. Chao and I are very excited to enter this new chapter of our lives."



Henry Yang, MBA 05, with family

2006

Trent Gruenwald, MBA, of San Francisco joined Six Apart, a blogging software and services company in San Francisco, as a senior marketing manager. He had been a brand manager in the Global Brand Marketing Department at Yahoo! since graduating from the Haas MBA program.

Lili Kan, MBA, of San Jose writes, "After graduating I switched into marketing from my previous engineering management position. Alas, corporate world is still corporate world, and I wanted to do something more fun and exciting! So I quit my full-time corporate job early 2008, and started on a business venture that I personally experience everyday as a parent. My partner and I recently launched a Web site, KidMatter.com. It's a place where parents can share their knowledge and experience and connect with each other. Although the launch is only a very small first step, and there's a long way to go, it has definitely been a very fun experience so far."

Seth Rosen, BCEMBA, of Oakland, Calif., started a new job in January as general counsel and vice president, corporate development, at Mirion Technologies Inc., based in San Ramon, Calif. Mirion is one of the world's leading manufacturers of radiation safety equipment for the nuclear power industry.

2007

Stanley Chan, MBA, of Palo Alto, Calif., is on his second startup stint since the program. He writes, "As they say, the most valuable lessons come from past failures. Hope everyone is doing well!"

John Chen, MBA, is enjoying life as a McKinsey consultant in Singapore.

Amy Omand, MBA, writes, "I found my dream job at a socially responsible startup, Revolution Foods. I'm now putting my finance and accounting skills to work at a company that provides fresh, healthy lunches to low-income school kids in California. I moved to a new home in Oakland with my 2-year-old daughter, Audrey, and husband, Cory."

Neel Shetti, MBA, writes, "Found a real estate job in Chicago with First Industrial Realty Trust Inc. Celebrated my one-year anniversary with the love of my life by going to Grand Bahama island - and had a shark encounter while scuba diving!"

2008

Stephen Falace, MBA, moved to New York following graduation and is working in investment banking (mergers and acquisitions) for Banc of America Securities.

Jenny Peng, MBA, writes, "I am with PRTM Shanghai office exploring booming business opportunity in the greater China region. Enjoy consulting life and eager to add value to MNC's China strategy as well as Chinese firms globalization process."

BCEMBA

2003

Chris Phenner, BCEMBA, competed in his first triathlon in New York July 20, and raised \$5,000 for cancer research with Team-in-Training.

Ph.D.

1971

Serge Matulich, Ph.D., and wife, Margarete, celebrated their 50th wedding anniversary by sailing from San Diego to Fort Lauderdale, Fla., through the Panama Canal.



Serge Matulich, Ph.D. 71, and wife, Margarete

1972

Charles Snow, Ph.D., works in the business school at Penn State where he has been on the management faculty since 1974. Lately he has been traveling a lot to Denmark and Australia, where he is a Professorial Fellow at the University of Aarhus and University of Melbourne. His wife, Barbara, often goes on these trips, and their daughter, Vanessa, works in San Francisco for PricewaterhouseCoopers.

1992

Diane Satin, Ph.D., writes, "I still teach accounting as a full professor at CSU East Bay, but last summer I taught at Berkeley as a visitor. Seems like old times."

2004

Johanna Ilfeld, Ph.D., writes, "I am living in Berkeley and have three kids. My youngest is 5 months old. I started my own stroller and baby gear business online after leaving Haas (www.letsghostrolling.com). I'm having a blast running and growing my own business! I'm happy to give a special discount to Haas alumni, so check us out if you are in the market for baby gear. I'd also love to connect with other entrepreneur moms. It's a crazy life but I'm having a ton of fun and learning more everyday!"

Executive Development

2000

Maarten Vrakking, Executive Development, of The Netherlands, writes, "Our company, www.heddock.com, is growing, and we are looking to buy compact industry companies in Europe. Can any alumni make a connection, please do via maarten.vrakking@heddock.com."

2007

David McConnell, Executive Development, of Pittsburg, Calif., and wife, Harminder Kaur, have a great new daughter, Shiloh Johal, born in Walnut Creek on Feb. 20.

In Memoriam

Robert Johnson, BS 33
Robert Ballachey, BS 34
William Bush, BS 34
Dorothy Simpson, BS 36
Francis Foote, BS 37
James McFadden, BS 37
Dudley Zoller, BS 38
Paul Gaillard, BS 40
Maryann Herrin, BS 40
Millard Tonkin, BS 40
Cloyd Dawson, BS 41
Pauline La Jeunesse, BS 41
Donald Corbin, BS 42, PhD 54,
George Hansen, BS 42
H. Hodes, BS 42
Louis Lindsey, BS 42
John McFarland, BS 42
Maureen Southwell, BS 42
Robert Wisecarver, BS 43
Arthur Lambert, BS 44
William Leonard, BS 44
William Callahan, BS 47
Andrew David, BS 47
James Duart, BS 47
Charles Harrison, BS 47
James Lawson, BS 47
Robert Wilson, BS 47

Richard Gawthorne, BS 49
Ernest Helme, BS 49
Angelo Theodos, BS 49
William Armstrong, BS 50
Frank Kono, BS 50
John Faliano, BS 51
Ralph Henderlong, MBA 51
John Bannatyne, BS 52
Thad Sheridan, BS 52
John Rygh, BS 53
Robert Dunn, BS 54
Robert Berry, MBA 55
Spiro Mellis, BS 55
David Schoettler, BS 55
Dion Cairns, BS 58
Willis Wedel, MBA 58
Duane Jacobsen, BS 59
Alfred Genasci, BS 63
Peter Scott, BS 63
Burton Broome, MBA 64
Charles Merrifield, MBA 69
Michael Mohn, MBA 71
Ernest Scherer, BS 71, MBA 75,
Robert Melton, MBA 72
Tyzoen Tyebjee, MBA 72, PhD 76
Michael Augello, BS 77
Thomas Huey, MBA 78
Pat Hsu, BS 82
John Bessey, MBA 83

Obituaries

Stephanie Tibbetts, Lester Center COO, Passes Away

Stephanie Tibbetts, the chief operating officer at the Lester Center for Entrepreneurship and Innovation, passed away Sept. 21 after a courageous battle against cancer. She was 67.

Tibbetts joined the staff of the Lester Center shortly after its founding in 1991. She was instrumental in the Lester Center's many innovations and new programs, including the Berkeley Entrepreneurs Forum and the UC Berkeley Business Plan Competition, said Jerry Engel, the center's executive director.

"Stephanie has helped generations of students toward their dreams and inspired all of us who knew her with her energy, wisdom, and great warmth," Engel said. "She just never let the challenge of dealing with the illness divert her from her focus on being part of the Haas family."

Tibbetts involved her whole family in the Cal experience, Engel added, noting how even her daughter followed in her footsteps by taking a similar position at the College of Engineering. Tibbetts also loved to travel and recently went to Alaska with her husband, Jeff.

In addition to her husband, Tibbetts is survived by her daughter, Rachel, and son, Robert.



Absolut Success

Alumnus Bengt Baron talks about leading the well-known Swedish spirits company

Bengt Baron, BS 85, MBA 88, has had a busy year. As CEO of Vin & Spirit, parent company to Absolut Vodka, Baron led the Swedish conglomerate through a nearly \$9 billion acquisition by France-based Pernod Ricard. Before joining V&S in 2001 as president of its Absolut Vodka division, Baron worked at McKinsey & Co.; several consumer product companies, including Coca-Cola and Kodak; and led a successful dot-com IPO for a European Internet job posting board called StepStone ASA.

During his time at Cal, meanwhile, Baron won two Olympic medals swimming for the Swedish team in 1980 and 1984.

Baron plans to leave Pernod Ricard this fall after helping with the integration of V&S and has not yet decided on his next move, although he says he hopes it's as exciting as his run at V&S. In an interview at Haas before giving the class of 2008's commencement speech, Baron talked about the Pernod Ricard merger, innovation at Absolut, and Berkeley.

What were some challenges you faced planning a merger with another large company?

The challenge is how do you maintain the integrity of the old company, and to what extent do you break it up and merge it into the larger company to maximize the benefit of the new structure. That's a trade-off, and I don't think there's a simple model for that.

The potential of the Absolut brand is mind-boggling, and we don't want to lose momentum. Now, many of the emerging markets like Brazil, China, India, and Russia have tremendous potential because Pernod Ricard has wholly owned distribution companies in approximately 70 markets around the world.

Absolut is well-known for its innovative advertising and flavors. How do you drive innovation?

I'm not the believer in the "innovation department." It has to be in the fabric of every employee and part of the culture.

I think we've taken some steps forward where we're actually taking innovation to the next level. We launched a product last year, Absolut New Orleans, which was a limited edition local unique flavor which was very tailored to the Cajun taste – mango and black pepper. Then we donated all the proceeds from that limited edition to the rebuilding after Hurricane Katrina. I thought that was a very nice way of responding to the disaster: We do something good, but also showcase the brand.

In advertising, we have evolved the campaign over 27 years. Last year we launched the next generation of the campaign. Now we're talking about "In an Absolut World." We're viewing the world through Absolut eyes, sort of an idealized way of "What would it be like?"

How do you weave innovation into the fabric of every employee?

It's a lot about, what do we focus on? What do we communicate? What is success? What do we highlight? What don't we accept? We don't accept mediocrity; we don't accept same-as-yesterday. It's in the values and also the type of people that you bring in and the training that you do. Who do you compare yourself to? It's easy to benchmark yourself with players within the industry. We'd much rather benchmark ourselves with Apple or with Nike, which have taken innovation a long way.

Going back a few years, how did you end up at Berkeley?

I was a swimmer and heavily recruited. We don't have any collegiate sports in Sweden, so a lot of swimmers went over to the US. I chose Berkeley for several reasons. The swimming program was excellent. Number two, the academic reputation.

Luckily, people told me early on two truths in swimming in Sweden: One is you retire young, and two is you retire poor. There's no money in this sport. So getting an education to transition into the real world was a way forward. I was really keen on finding a good academic institution. Berkeley has a great reputation in the US, but an even higher reputation in Europe. I don't think people always realize that.

The third reason is the swimming program at Berkeley actually graduated the swimmers, unlike some other programs. And finally, it's just a beautiful place.

What did you take away from Haas and Berkeley?

One thing that I love about Berkeley is the diversity. You can find everything and then some, which I find very stimulating. Number two, being surrounded by brilliant people is always extremely beneficial.

I like to blend slightly more emphasis on the theoretical rather than just case studies. I thought there was a good mix at Berkeley. When I left, I had a solid toolbox that I could apply.

Have you applied any lessons from your Olympic training to your business career?

Being an athlete on the international level, you practice certain skills that I believe are very valuable in business as well. You understand the importance and power of setting ambitious goals and understand that there are no shortcuts to success – hard work pays off. You are able to remain focused on your target, and learn that achieving success is a team effort. And most importantly, if you want to achieve success, you have to truly enjoy what you are doing!

Interviewed by Ronna Kelly

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<http://www.youtube.com/UCBerkeleyHaas>

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Read about the myriad experiences of Haas students, from part-timers juggling work and school to MBA teams working overseas.
<http://www.haas.berkeley.edu/news/blogs.html>



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<http://www.tinyurl.com/haasitunes>

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Decorate your iPhone with images of Cronk Gate or the Campanile.
<http://www.haas.berkeley.edu/haas/iphone.html>



Complete Video Archive

Listen to the amazing speakers who visit the school by clicking into the Haas Video Room.
http://www.haas.berkeley.edu/haas/video_room/

Haas@Cal

Find a new job, hire Haas graduates, or check out the latest alumni events in your city, all through the Haas Alumni Network.
<http://www.haas.berkeley.edu/groups/alumni/>



Haas LinkedIn

Connect with other members of the Haas community through LinkedIn.
<http://www.haas.berkeley.edu/groups/alumni/linkedin/index.html>

Gear to Wear

Buy the latest Haas memorabilia — from Cal caps to fuzzy fleece to teddy bears — at the HaasGear Store.
<http://haas-store.stores.yahoo.net/>



Facebook Friends

Be a friend of the Haas School on Facebook.
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Twitter Updates

Check out Haas alumni events and news with Twitter.
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<http://www.haas.berkeley.edu>