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

Top Acrobat at Adobe
CEO Shantanu Narayen, MBA 93, focuses on the next generation of software and leadership

Green Haas: Interest in Sustainable Energy Surges at Haas
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 MBA students 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.

Barbara Desox, MBA ’08, Bank of America

Tom Kelley, MBA ’83, IDEO

Prominent Speakers Share Knowledge with Berkeley MBA Class of 2010

Other speakers included World of Good CEO Priya Hajj, MBA ’03; NW (B18) Jasper Jr., CEO, president, and director of Orbay Laboratories, IDEO General Manager Tom Kelley, MBA ’83; and Barbara Desox, MBA ’08, president of mortgage, home equity, and insurance services at Bank of America. Kelley stressed the importance of choosing a career based on the right priorities.

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.

“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.

“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. “We 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 he said, “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.”

Vogel Receives Book Award


Vogel was inspired to write the book in 2000 with the resurgent interest in corpo-
rate ethics, philanthropy, and voluntarism, 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.

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 an 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.

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 DiPania, BS 59. His gift supported a similar conference for Haas seniors in August.
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 Halsey, who has been an endowed professor at the Sauder School of Business, 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 D. 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 the 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 PhD 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 PhD 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 doctoral favorite in 2004 from Stanford University and a Ph.D. in computer science in 2007 from the University of Toronto. When not on campus, Katona and his wife are busy perfecting their skills as competitive Latin dancers.

Assistant Professor Marcus Opp joined the Fall 2008 faculty as a member of the Haas real Estate and Marketing Group, which now has 15 full-time faculty members. Opp, a 5.5-rated tennis professional, 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 Economics, 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 a Ph.D. candidate, earned a Ph.D. in economics from the Massachusetts Institute of Technology. Her research includes price discrimination, market structure and competition, and tacit collusion.

MBAs 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 Vasconcellos, 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 gizzards 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.

New Faculty

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

From left to right:

Marcus Opp
Finaux Israel
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

Jason Topel and Jessica Lopatka, both MBA 09, started a school lunch program that feeds malnourished children and bolsters local food production.
Corporate misconduct can be the stuff of high drama. But prevailing theory has it that “setting up,” the process of making 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 Setting 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 JP Morgan 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—JP Morgan 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 $899,000, based on an average sized building of $142 million sq. ft. Likewise, the incremental value of a green structure is an estimated $1.1 million more than an ordinary building. The study did not calculate the incremental cost of investing in green building practices. Quigley, the I. Donald Terner 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 identified 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.”

Green buildings can continue to employ former Bear Stearns executives without damaging its own image, she says.
Adobe’s success over the last eight or nine years is largely because of Shantanu.”
— BRUCE CHIZEN, FORMER ADOBE SYSTEMS CEO

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

By Hubert Huang

Adobe 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 Loos. “We are so fortunate to have such an innovative, forward-thinking 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 previous release by 40 percent.

Narayen also co-managed with Chizen the $3.4 billion acquisition of 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 15 percent market share among the country’s six 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-office, in contrast to the typical workspace of other Silicon Valley CEOs. Narayen was born in Bombay, India, but spent most of his childhood in Hyderabad, India. His mother taught Narayen four key values: inquisitiveness; the pursuit of knowledge; the need to do something; and the courage to take risks.

Leading Through Innovation

“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 aggres- sive 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 increas- ingly 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 cre- ation, and Web conferencing — can be accessed through the Internet browser, but also ties into the latest version of the widely used Adobe Acrobat.

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

By Kara Platoni
When Aurora BioFuels CEO Matthew Caspari, MBA 06, arrived at Haas to study entrepreneurship, oil prices were rising and biofuels were getting 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 is “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 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 MBA’s 0 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 invited 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 set up a small lab in the basement of their building. Caspari, then a sophomore at Haas, says he was driven by the urgency to address global warming. “When we first started, people said, ‘You want to do what?’”

But Aurora is not the only startup to have benefited from the climate crisis. “We think climate change is one of the two or three most important topics facing the world,” Wolfram says.

While Wolfram says CEJI 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 at Walmart debuting its design for a cost-efficient roof for solar water heater.

The new climate awareness has been running through the UC Berkeley 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 sector.

“If 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.”

Red Vials

A similar impetus toward interconnectedness led Bhaskar Joshi, MBA 09, to launch the Berkeley-Stanford Clean Tech Challenge, which was in its second year last year. Joshi, a student in the Berkeley-Columbia Executive MBA Program, was frustrated with conferences that people thought was too general and ideas in green energy didn’t seem to be that hard to bend the ear of the panelists. His solution: An annual conference focused on green energy and its applications, with panels featuring experts like Ron Rector, VP of energy supply for Pacific Gas & Electric, and Chris Fainer, the director of the 2006 documentary Who Killed the Electric Car?

One of the most notable, Joshi brought BERC together with cross- campus partners Stanford University Energy Center and the Berkeley Energy and Climate Initiative (BECI) — the “ribs” 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 opportunities 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 change in the ground level of an exciting new business. Joshi recently joined the consulting firm AEA as a management consultant for electric cars. Several recent graduates have launched their own green energy companies, including Matthew Caspari and Guido Radaelli, both MBA 06, co-founder 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 confidence that there is a market for innovation in labs that venture capital sees a big opportunity,” says Coleman.

Goleman credits Haas, and his ability to pursue a career tracks with the UC 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 sector.

“When we first started, people said, ‘You want to do what?’”

“In 2008, they won the Berkeley Business Plan Competition and the Global In-tel +UC Berkeley Technology Entrepreneurship Challenge. What a difference two years and nearly $5-a-gallon gas prices make. The founders of Aurora are now able to say they were ahead of the curve.

“Almost 25,000 PG&E customers have gone solar. ‘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.

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For example, California uses an enormous amount of energy pumping water to homes, then pumping it back to centralized water treatment plants. But California has an ever-expanding population, and Berman’s goal is to add at least half of that new demand via energy efficiency and solar installations, rather than new power plants.

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As the Finance Ministry’s director general, Bachar called on the habits ingrained in him from Berkeley to institute a series of capital market reforms. “At the time 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 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 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.

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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 31 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 the two business units: a $200 million year supplier of paper seed oil to fish food to the salmon industry. And he negotiated licensing agreements with Swiss based 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.

But for Earley, success is not only financial; it’s about revolutionizing 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. Sina 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.
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 connections among alumni.

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 on 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 communicate and career opportunities among members.

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We are now more than happy to visit India and China, in particular. We have been there many times and only visit Hong Kong and Macau occasionally. We are also regularly visiting Singapore and Malaysia. We have been to these countries many times and always enjoy the variety of cultures and cuisines. We are looking forward to visiting India and China again in the near future.

In addition to the visits to India and China, we have also visited Japan and South Korea several times. We have been to Japan many times and always enjoy the beautiful scenery and the friendliness of the Japanese people. We have also been to South Korea several times and always enjoy the delicious Korean cuisine. We are looking forward to visiting Japan and South Korea again in the near future.

We have also been to many other countries over the years, including Australia, New Zealand, South Africa, and Africa. We have always enjoyed visiting these countries and have made many friends there. We are looking forward to visiting these countries again in the future.

In conclusion, we have been to many countries over the years and have always enjoyed visiting them. We will continue to visit these countries and more in the future. We are looking forward to many more exciting travels in the years to come.
Alumni Notes

Kevin Long, BS, writes, “After Haas School of Business and Hastings College of Law, I started at Walgreens (a division of American Licentities in Mountain Park, focusing on business and immigration regulation and legal matters between Greater China and the United States.”

1996

Ron Mabababib, BS, has been in Singapore for two years and is focused on the development of clean energy projects in the Asian Pacific with Asia CleanTech Capital (www.asiancleantech.com). The firm is focused on helping the world’s largest companies and institutions think about creating business value by incorporating a sustainability lens to their operations and corporate strategy.

2001

Diana Roshchibl, 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 Blue Sky Sustainability Consulting (www.blueskystrategies.com). The firm is focused on helping the world’s largest companies and institutions 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 living in downtown LA.”

2005

David Pordhes, 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 major banks and real estate clients. This July I departed from Deloitte and joined Farallon Capital in SF. They have a great group fund in San Francisco. I’ve kept up with my MBA studies but am always interested in reconnection with old friends. I can be reached at dpoordhes@gmail.com. All the best to the class of 2005!”

2003

Chyssaan Thau, BS, writes, “Both Colin Nakagaki (co-founder of the business administrative minor) and I graduated in 2000 and have been working in San Francisco ever since. We started dating while we were at Cal and have recently gotten engaged! We are still working at different Big Four firms and when we are not working, we are 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, Philip M. Owens, MBA, 2004, and I had our first child, Ethel, on Aug. 7, 2007. We absolutely love being parents. Professionally we have been working on the real estate world 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 has been eventful.”

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 on finding a job in Shanghai and gain some international work experience. There are many questions I have to get answered, such as what kind of job I will look for and how long will I stay in China. I’ve always considered myself a detail 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.

2009

Steven Chiu, BS 06

Chyssaan Thau, BS 03, and fiancé, Colin Nakagaki

BBA

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, as a professor in 1971. In 1980 he wrote a computer program for 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 and he and his wife, Ruth, and daughter, Lia lived in Madrid from 1987 to 1990, when he served as assistant 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 then he has co-authored a textbook used in chess schools and traveled on a year-long trip around the world visiting 40 countries.

1964

Georgia Ho (Pensante) Fallu, MBA, is still directing a technology company's summer program for children of El Barrio in New York. This program, which she founded 20 years ago, encourages children to stay in school in areas with plenty of job opportunity. She invites alumni interested in helping as board members, volunteers, or fundraisers to call her at 212-823-6899 or 646-705-3266. She also translates Spanish books on African American history and literature into Amorama, Colombia, to lecture on Afro Latinas and their African heritage. Alumni interested in this topic are invited to contact her at 333-18, NY, 10003.

1965

Seychelle Bailey, MBA, writes, “I am currently teaching medical school students in New York City. I am also working towards an editorial fashion and advertising job. My work is online at www.sseychelle.com. I recently did a Day 100 series with a food company, where I attempted to do all there was to do in 100 days. One of the projects was to take off all my clothes and make all my meals with 100 calories a day. I hope you all enjoy your career and personal success.”

1969

Wallace L. Boga, MBA, writes, “I am one now a retired emeritus professor from SSU having served 32 years in the U.S. Navy Reserve for 23 years, reached the rank of Navy captain, and retired in Philippines, Hong Kong, Japan, England, Italy, Sicily, Spain, and multiple U.S. locations. My volunteer positions have included positions in the Bay Area Center for the Arts (now the Walter Reade Center for the Arts), Sonoma County Family YMCA, San Francisco Symphony, Rotary, Sonoma County Navy League, the Marine Corps, and as a director of several additional non-profit agencies. I am a member of the second term as an elected board member to the Santa Rosa City School Board.”

1970

Joe Annemusen, MBA, writes, “My daughter, Stephanie, and I have the family apple tree in New York with more than 50 varieties of apples. While the banks represent capital from all over the world, each wants their institutional clients to invest in the newest idea out of California. Let us know if we can help with your latest expansion.”

2008

Yidiva (Ramanjaneya) Kagan, BS, is still enjoying life in Newham, Mass., (suburb of Boston) with her husband. Steve, daughter, Reena (4, 1/2), and son, Bradly (16 months). She still works as a volunteer in several shelters—after working in the development office for six years and is now the director of annual giving at Noble and Greenough School in Dedham, Mass. She enjoys spending time with her family, exercising, and traveling around New England.

Nomi Ramos, BS, of El Sobrante, Calif., started as chief lending officer for Enterprise Community Loan Fund, a nonprofit organization focusing on providing financing, building capacity, and advocacy for affordable housing and community revitalization. In June she and her family spent a week at Camp Gold at the Sierra Nevada.

1993

Jim Fetherston (Emerick) Storch, BS, writes, “My husband , Jeff, and I welcomed our beautiful daughter, Sake Reasa Storch, to the world on Feb. 10. I am senior counsel at MacAndrews & Forbes Holdings Inc. in Manhattan.”

1994

Suzanne Greva, BS, writes, “My son, Jack, is a senior at Stanford and my daughter is 6 months old.”

1999

Lay Hoon (Lim Sandy), BS, of Burnsville, Minnesota, writes, “My son is now a student at Cal and my daughter is 6 months old.”

2001

Lee (Thiyess) Amaya, BS, writes, “I’m still working at IBM and I’ve been promoted to senior business controls director. Last year my husband and I had our second boy, Tyler (our oldest is Jacob). I’ve been offering advice about my days at Haas and missing all my fellow graduates. I hope you all have enjoyed your career and personal success.”

2007

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

2008

Wallace L. Boga, MBA, writes, “I am one now a retired emeritus professor from SSU having served 32 years in the U.S. Navy Reserve for 23 years, reached the rank of Navy captain, and retired in Philippines, Hong Kong, Japan, England, Italy, Sicily, Spain, and multiple U.S. locations. My volunteer positions have included positions in the Bay Area Center for the Arts (now the Walter Reade Center for the Arts), Sonoma County Family YMCA, San Francisco Symphony, Rotary, Sonoma County Navy League, the Marine Corps, and as a director of several additional non-profit agencies. I am a member of the second term as an elected board member to the Santa Rosa City School Board.”

2009

Michelle Maykin, BS 04, is joined at Cal Football’s annual Fan Appreciation Day, where a group of fans and family organized a bone marrow recruitment drive. You can learn more about how you can save me and others at bmb.org. Friends and family organized a bone marrow recruitment drive. My marrow recruitment drive.

John McClintock, BS, of Manhattan Beach, Calif., recently founded Co-Sourced Capital Advisors LLC (SCA), a national real estate advisory firm that provides advisory and buyer representation services to other group of student housing firms. He has more than eight years of transacti-onal experience as an attorney and a real estate professional, advising and guiding developers 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 repre-senting investors, developers, owners, 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 Caeden Properties in its $5 billion merger with AMCO.

MBA
Peter Michael, MBA, launched Underground Railroad Railways in Free Press in 2006, serving the international Underground Railroad community with independent news reporting. A 2008 survey showed that Free Press has the 15 percent market share against five competing publications. The 25 percent electronically distributed Free Press will award the first time the Free Press Presidio for Leadership, Preservation and Advancement of Knowledge in the contemporary Underground Railroad community. For more information, Michael is the seventh generation of his family to own Cool Springs Farm, a national historic site new to the public and one of the nation’s most visited Underground Railroad safe houses. Haas alumni are always welcome. Visit www.CoolSpringsgins.org for more.

Max Oliva, MBA, writes, "After nine years of living in or near Calgary, Alberta, Canada, being involved in ministry to people in the corporate world, I am re-located to Los Jose, Calif. For an excellent account of where I have been going and what I will be doing, go to www.jesus.ca and click on News. Then click on the first article you will find there was published in July 18 issue of the Calgary Herald.”

1971

William Sherman, MBA, writes, “My own combination of JD and MBA degrees has made all the difference in my life and career. My law career started as a lonely clerk at Davis & Davis & Vracken on Wall Street, continued through the next 16 years at the firms of Naborson, Bittorf & Sutro in San Francisco, and is reaching its maturity as more than a 20 year partner with Morrison & Forster in Palo Alto. I have been involved in over 250 public offerings and have been at the public boutique of companies including Digital Equipment, Teleset, Dreyer, Adeptpe, PeopleSoft, RedP Trials, Viewpoint Software, San Francisco Compan, Fair Isaac, and JDS Uniphase. I have been a lawyer at Haas on the legal regualns of public offerings and public companies and was recently honored by the Haas School with an individual Recognition and Hamilton Teaching Fellowship Award. Awards like Boetis Lawyers in America or Top Legal Eagles have followed me around, but the greatest honor is that my partners and clients call me when they plunched back into the 9-10x world (way to 9 to 15) as CEO of MDX Motorsports. America’s fastest growing consolidator of motorsports retail has already rung in any other lightning that seems like the future, either one, to be using my time, talent, and experience.”

1972

Barry Gilbert, MBA, writes, “After three years of angel investing, I have made all the difference in my life and career. My law career started as a lonely clerk at Davis & Davis & Vracken on Wall Street, continued through the next 16 years at the firms of Naborson, Bittorf & Sutro in San Francisco, and is reaching its maturity as more than a 20 year partner with Morrison & Forster in Palo Alto. I have been involved in over 250 public offerings and have been at the public boutique of companies including Digital Equipment, Teleset, Dreyer, Adeptpe, PeopleSoft, RedP Trials, Viewpoint Software, San Francisco Compan, Fair Isaac, and JDS Uniphase. I have been a lawyer at Haas on the legal regualns of public offerings and public companies and was recently honored by the Haas School with an individual Recognition and Hamilton Teaching Fellowship Award. Awards like Boetis Lawyers in America or Top Legal Eagles have followed me around, but the greatest honor is that my partners and clients call me when they plunched back into the 9-10x world (way to 9 to 15) as CEO of MDX Motorsports. America’s fastest growing consolidator of motorsports retail has already rung in any other lightning that seems like the future, either one, to be using my time, talent, and experience.”

1973

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 by, but as my friends at napa greg’s Loap say, ‘Time flies, and it is very grieing to build a reputa- tion for high-quality Sauvignon Blanc and Cabernet, but it doesn’t happen over night. Consider for yourselves: Haas graduates get a special welcome. If you want to have some fun and participate in ele- ctional elections, go to www.worakir. com for the latest on our independent candidate whose very name means elected.”

1974

George Elias, MBA, of San Rafael, Calif., writes, “I was honored to work as an investment banker with Morgan Stanley as a financial advisor in a high-profile program for reorganizing a large entertainment company with extensive prior investment/finan- cial experience. I spent 25 years first as a financial banker with Webster Fargo and then as a self- employed consultant, providing financial analysis for the full spectrum of investment possibilities. I am continuing to build my expertise in evaluating businesses and working with business buyers making the largest investments of their lives.”

1975

Nancy Riddle, MBA, writes, “I met Peter Michael, MBA, at Palo Alto, Calif. I was consulting with two companies, Cables and Security, which I led to an investment in the INC 500, and followed that with Caliber Entertainment, now the largest concert re- covery 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, a long way from retirement and graduating the credits of their majors for keeping him out on the soccer field instead of the golf course.”

1976

Karen (Doolzier) Wolff, MBA, of San Jose, Calif., writes, “This year I was honored to be a judge at Ruben Hall of Fame in a contest for the best per- formance of a girl wearing a black dress. Haas grads enjoy a special welcome if you want to have some fun and participate in ele- ctional elections, go to www.worakir. com for the latest on our independent candidate whose very name means elected.”

1977

Nancy Riddle, MBA, writes, “My 10-year old daughter and I went to Westfield Mall in 2007 and joined Westfield as their OED Extra. We are an extra edition of a拾杉 research, evaluation, and development service. It is terrific to have my civic work and my career connected.”

1978

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1979

Dan Maljanian, MBA, recently joined the American University of Armenia in Yerevan, Armenia, as the director of the university. The university is affiliated with the University of California, having offices in the 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, Patri, and three children live in Altadena, Calif., where their home was featured on the Altadena Home Tour this year, helping to raise $16,000 for the Huntington Memorial Hospital in Pasadena. They are enjoying getting reacquainted with life in Southern California’s San Gabriel Valley.
Robin Rappaport, MBA, writes, “After 20-plus years in the investment community, I left the real world and was recently certified as a Professional 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 my family. Regards to all.”

1989
Peter Evans, MBA, recently joined Wadeutherford Morgan Securities in Seattle, Wash. He has moved back to Berkeley! “I’ve attended every class reunion with lost friends. I can reach them at Richard. Never lost a contact from Haas or richnewth@gmail.com.”

1990
John Dougherty, MBA, of RBC Hedgefund Advisors and Invenus Capital Partners holds offices in Menlo Park, Calif. He has lived in Moraga and continues on weekends in India. Invenus provides venture capital to early- and growth-stage 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 my time today focused on collateral valuation and risk management of a commercial and residential portfolio for bank and other institutional clients these days with the subtle demise and general woes in the financial markets making me a busy man. My firm, BAAG Realty Advisors, has offices on both the East and West coasts with a national focus on value issues pertaining to the CMO market. See you at Real Estate Day at the end of the year. Good time to buy a vacation home in Florida—plenty of inventory and prices are off 2004 by 40-plus percent. Feel free to touch in touch with me if you need any valuation related services or want to catch up at adh2004@baagrealtyadvisors.com.”

Frank Hendley, MBA, of Bridgewater, NJ, writes, “I recently celebrated three years as a financial advisor with Merrill Lynch. I relocated from Miami to bridge the gap from Morgan Stanley. My client base continues to thrive in the jump from Morgan Stanley. My client is vice president of a premier producer of locally grown, world-class varieties. Check us out at www.montecristowinecellar.com.”

Bruce Tolley, MBA, of Los Altos, Calif, is vice president of Tolley Communications, a full-service B2B media company headquartered in Orange County, Calif.

1992
Victor Casalino, MBA, writes, “Back 3 years in Syndicalis, working for a very good company. I’ll be working with two crazy dogs. I’ve continued my work in the nonprofit sector, which led me back to Haas. I’ve been very successful in my career, which has partnered with the Haas Center for Executive Development. We have, together with the Haas faculty, developed a curriculum shifted to the role of independent consultant (www.observercool.com), focusing on our expertise in 3D technology. I’ve made the biggest life changes, financial management. I’ve learned to work with many wonderful organizations that are doing such valuable work in our current society. Areas in the areas of housing, living, advocacy, and philanthropy, I’ve found that our mission is to help. I’m also encouraged by the talent and ability of all the people whom I’ve been fortunate enough to meet.”

Judy Ruffie, MBA, has returned to the Bay Area to accept a CFO position at Badger & Badger Associates, a commercial real estate development firm. Judy, her husband, John, and their daughter, Roxie, live in Moraga. In their free time, they enjoy reunions with Cal friends and biking in the urban ambience and lifestyle unique to this corner of the globe.

Leslie (Wilson) Widmann, MBA, writes, “Dana and I have just celebrated our one-year anniversary of the opening of our ice cream shop. MilkShake Werks, in downtown Oakland. We’ve learned to make 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 hoping to open the first birthday of our little daughter, Alexandra, absolutely cute!!”

2008
Art Altman, MBA, managed the firm’s energy, derivatives, and consulting businesses. Art Altman’s MBA, Management and Technology for theเปลs of Energy, sits on the Board of Directors of a winery in Oakland, Calif. Urban Las Vegas will be located at 6455 Windmill Ln., and will begin in the late spring of 2009. vineyards that the company owns in the Paso Robles, Cal. This work now includes carbon risk, intermittent resources and services. My name is so common in today’s busy, modern world that one cannot help but think of all the technology, engineering, operations, and consumer management functions at Varoli.”

David Parcker, MBA, of Varoli, writes, “Continuing to establish and build Parkinson Vineyard’s reputation as a premier producer of locally grown, world-class varieties. Check us out at www.montecristowinecellar.com.”

Bruce Tolley, MBA, of Los Altos, Calif, is vice president of Tolley Communications, a full-service B2B media company headquartered in Orange County, Calif.

Jorge Mercado-Perez, MBA, was promoted to COO and vice president, finance and administration at AVI Inc., based in Mexico, the largest Pepsi Bottler in Latin America.

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2009
Ricardo Mar, MBA, of Inventus Capital Partners writes, “The big news is that this past spring, I reconnected with my alma mater, San Francisco State University. I have joined the faculty there to teach the course I’ve enjoyed teaching with Cal friends and in the urban ambience and lifestyle unique to this corner of the globe.”

Jorge Spichiger, MBA, of Santiago, Chile, writes, “I am the CEO for the investment community, and an active participant in the emerging Chilean business community. I am married to Patricia, and we have the three most amazing daughters.”

Art Altman, MBA, managed the firm’s energy, derivatives, and consulting businesses. Art Altman’s MBA, Management and Technology for the exploite of Energy, sits on the Board of Directors of a winery in Oakland, Calif. Urban Las Vegas will be located at 6455 Windmill Ln., and will begin in the late spring of 2009. vineyards that the company owns in the Paso Robles, Cal. This work now includes carbon risk, intermittent resources and services. My name is so common in today’s busy, modern world that one cannot help but think of all the technology, engineering, operations, and consumer management functions at Varoli.”

Julie Posner, MBA, writes, “I own and operate a health coaching service, and am the author of ‘The Pay It Forward Project,’ which focuses on teaching self-compassion and inner peace. I live in San Francisco, and I love running, reading, and spending time with my family. I also love traveling the world and trying new things!”

Jonathan Becker, MBA, of New York City, returned to his alma mater to complete his MBA. Jonathan Becker, MBA, of New York City, returned to his alma mater to complete his MBA.

Charles (Charlie) Broussard, MBA, writes, “My son, Justin, just turned 17 and is now into skateboarding and a boy and sleepy real well! We are incredibly lucky. We’re still living in beautiful Marin County, Calif., and hoping that our good fortune will extend to our latest venture, Churn (www.churn.com). I mean (please and sorry).”

Toshiyuki Ogas, MBA, moved to Austin, Texas, from Kamarak, Japan, a historic “tsumura” capital and beach resort town. Toshiyuki wi, “I am going to make a big lifestyle change to pursue an academic career. I will join a P.H. d program in sports management at the University of Texas.”

Marsha Shaffer, MBA, writes, “In a major departure from the hightech, biotech, and marine navigation world, I’ve moved to a winery in Oakland. California Urban Las Vegas will be located at 6455 Windmill Ln., and will begin in the late spring of 2009. This begins with Italian varietals, such as Sangiovese, Barbera, and Nebbiolo, both red and rose. You’ll be able to find more about the effort at www.urbanlasvegas.com. You can contact me. I’m also on LinkedIn as Charlene Grant.”

Laura Flores, MBA, writes, “My husband, Steve, and I recently celebrated our three-year anniversary of managing Inventus Capital Partners (Inventus.com) that I co-founded with my Exchange Scholar wife. I have been working as assis tant representative for the UK Pension Office in the US. My life now is thoroughly enjoying being a homemaker and an Exchange from flodinas.talliofla.com.”

Alice Meshe, MBA, writes, “Several years working with clients on strategic career change. I have joined a Union Bank of California in their San Francisco office to support their president for retail segment management. Implementing their new retail strategy, I oversee product management and mar keting management. Implementing retail change is more exciting for Celent. Should any Haasers be interested in this, please contact me. I’m also interested in what happens to our lives and careers post-50: finding the key to making a big lifestyle change to pursue an academic career. I will join a P.H. d program in sports management at the University of Texas.”

2010
Brian McDonough, MBA, of San Francisco, has been elected to the vice president and CEO of the Obama for America campaign. Brian McDonough, MBA, of San Francisco, has been elected to the vice president and CEO of the Obama for America campaign.

Tony Perigo, MBA, writes, “We’ve had a great year at the Institute, in Palo Alto, Calif. This work now includes carbon risk, intermittent resources and services. My name is so common in today’s busy, modern world that one cannot help but think of my classmates or alumni who has interests to text in China, please contact me. I established this in 2005, and have owned a real estate development company for years. The company is, of course, called the little ‘ginugua’ was born in Panama, where my late grandmother was from. I have been working as assistant representative for the UK Pension Office in the US. My life now is thoroughly enjoying being a homemaker and an Exchange from flodinas.talliofla.com.”
of intelligence/csi-publications/painting, visit https://www.cia. Government. It was a sobering experience, but much appreciated.

Two years ago, Ron joined us full-time in our family. He joined big sister, Madeline (5), who is great, as it means a lot less responsibility and a lot more excitement across multiple markets. We want to be a dominant brand in the reusable bottle market with a mission to ensure no one is without access to fresh water. So far, we have moved back to Istanbul and have been running Constructive Innovation since May 2008. We're based in Istanbul, but very rarely to the US. Starting from SFO, to San Francisco, Los Angeles, New York, Miami, and then back to the Bay Area (Cupertino to be precise) – the community that gave birth to it. Our goal is to build it back to us. It felt good to be back in Turkish, after visiting the CIA twice in two years in Baltimore. After leaving the CIA, we made a trip to SAP Labs in Bangalore as vice president of development of software. I traveled through Turkey, Germany, Swiss, and France to Austin, Texas, from Newport Beach, Calif.

Fernando Martinez, MBA 00, on his 52nd birthday. I have been an instructor for the past 2 ½ years helping grow Backblaze (www.backblaze.com) building online backup company (both acquired). This time I am excited to see such a tiny little team take the market by storm! We are currently focused on premium consumers in the dominant brand in the reusable bottle market. The mission was unveiled and hung in 1962 on a mission in Arctic Russia called Project Coldfeet. It was a sobering experience, but much appreciated.

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

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

Tony Pines, MBA, married Audrey Anderson on Aug. 16 at Ski Inn Resort in Park City, Utah. They live in Beverly Hills.

2005

Over the last year Dr. Armutur Maiman ’94 of San Francisco, Calif., has been a keynote speaker at industry events, worked on his 206-page book, and presided over the Amgen 21st Century Business Leadership Foundation, which supports the Amgen Institute for Biologics at the University of California, San Francisco.

Harry Yang, MBA, of San Francisco, writes: “I am thrilled to introduce our first son, Tony Yang, born on Feb. 20. He has been on the steep learning curve at night and likes to eat. Thankfully my dream job has been traveling a tremendous lifetime experience for us single parents. I am currently preparing 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, Rob.”

Neal Shettai, MBA, ‘04, found a real estate job in Chicago with First Industrial Realty Trust Inc., has been busy with his 2-year-old daughter, Madeline, and recently discovered that the love of his life by going to Grand Bahama island, which had a shark encounter while scuba diving.

2004

What Gruenewald, MBA, of San Francisco, joined Six Apart, a blogging software and services company in San Francisco, as a senior marketing manager. He also stayed in the Global Brand Marketing department at Yahoo since graduating from the Haas MBA program.

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

Seth Rosen, BENCEMBA, of Portsmouth, N.H., has been a faculty member at the University of New Hampshire since 2006 and was a keynote speaker at the University of New Hampshire Entrepreneurship Conference, which is a yearly event organized to raise money for the School of Engineering. Seth Rosen has also recently received a Fulbright fellowship to teach at the University of New Delhi, India.

5:30 p.m. I am living in Berkeley and having a ton of fun and learning more everyday!”

Stephanie Tibbetts, Center Leader COO, Parsons Award

Stephanie Tibbetts, the chief operating officer at the Center for Entrepreneurship (CSE), received the Parsons Award Sept. 21 after a courageous battle against cancer. She was 67.

Tibbetts joined the staff of the Center for Entrepreneurship after its founding in 1997. She was instrumental in the Center’s many innovations and new programs, including the Berkeley Entrepreneurship Forum and the UC Berkeley Business Plan Competition, said Jerry Engel, the center’s executive director.

“She has helped generations of students toward their dreams and inspired all of us who know her with her energy, vision and passion for entrepreneurship. 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.

Robert Johnson, MBA ’88, 53 John Balducci, BS ’83, 54 William Bush, BS ’34 Dorothy Simpson, MBA ’72, 50 Ralph Henderling, MBA 51 John Barnaytes, BS 52 Thad Shrivard, BS 52 John Rygh, BS 53 Robert Dunn, BS 54 Robert Berry, MA 55 Spiro Melki, BS 55 David Schettino, BS 55 Dori Canis, BS 58 Willis Wodel, MBA 58 Davie Jacobsen, BS 59 Alton Genaci, BS 63 Peter Scott, BS 63 Burton Bome, MBA 64 Charles Melloni, MBA 69 Michael Muscat, BS 72, MBA ’75, MBA 72 Robert Milton, MBA 72 Tyson Tylee, MBA 72, PhD 76 Michael Mok, MBA 76 Thomas White, MBA 78 Pat Hu, MBA 82 John Bessey, MBA 83
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 & Sprit, parent company to Absolut Vodka, Baron led the Swedish conglomerate through a nearly $8 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 companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. That's a trade-off, and I don't think companies to maximize the benefit of the new structure. 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