YOUR INVESTMENT IN THE HAAS ANNUAL FUND HELPS:

• Preserve Haas’ reputation as one of the most respected business schools in the world.
• Ensure the ongoing strength and value of the Haas Alumni Network.
• Deepen Haas’ influence in entrepreneurship, corporate social responsibility, and clean tech.

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InBrief

News from the Haas School

Katz Aims to Build More Bridges With Businesses at Institute

Professor Michael Katz has ambitious goals for the Haas School’s Institute of Management, Innovation, and Organization (IMIO). Katz became the second director in IMIO’s 25-year history on July 1. He envisions the institute—which will be renamed the Institute of Business Innovation—becoming the central hub, or one-stop shop, that connects Haas School faculty and students with the private sector.

“I want the outside world to better understand how much Haas is doing and let people from the outside have a single point of contact so they’ll know where to go within Haas to talk to various experts or seek help with some business problem,” Katz explains.

As director of the institute, Katz oversees ten centers and programs, including the Management of Technology program, a joint program with BioTec’s College of Engineering; the Lester Center for Entrepreneurship and Innovation; and the Center for Open Innovation. Katz believes there’s opportunity for the centers to share more of their contacts and ideas and “brass-nose” programs.

Shapiro Takes DC Antitrust Role

Professor Carl Shapiro, an expert in the economics of antitrust and innovation, has been named chief economist in the US Department of Justice’s antitrust division. Shapiro, a Haas faculty member since 1991, previously served as deputy assistant attorney general for economic analysis in the Justice Department from 1995 to 1996. Shapiro has helped establish UC Berkeley as a leading force in the patent reform effort by bringing Federal Trade Commission hearings to the Haas School and organizing a campus conference on patent reform. He is the co-author of “Information Rules: A Strategic Guide to the Network Economy,” a widely acclaimed book published in 1999 that deconstructs the economic factors affecting information technology markets.

Cal Economists in DC

Carl Shapiro
Chief Economist
Antitrust Division
Department of Justice

Christina Romer
Cher, Council of
Economic Advisors

Joseph Farrell
Chief Economist and Director,
Bureau of Trade Economics
Federal Trade Commission

Howard Shelanski
Deputy Director,
Bureau of Trade Economics
Federal Trade Commission

Banks Honored for "Exempt" Analysis

Senior Lecturer Cristina Banks was recently selected to receive an Innovative Practice Award.

Student Giving to Haas Takes Off

A video produced by this year’s Lifelong Connections Campaign Committee urged fellow Berkeley MBA students “Don’t forget where you came from.” They didn’t. Every member of the full-time MBA class of 2009 gave to the campaign, achieving 100 percent participation for the first time in the campaign’s 21-year history. Technically, the class even exceeded 100 percent participation because an exchange student from London contributed.

Despite tough economic times, the class raised a total of $58,285. The first $25,000 in pledges was matched by Dean Rich Lyons, bringing the fund-raising total to $84,285.

A team of 28 Haas undergraduate seniors also pushed their Senior Gift Campaign into new territory with an unusually high-touch approach. One-on-one solicitations helped raise a record-breaking $10,945 from 60 percent of graduating seniors. That’s up from 48 percent participation of the class of 2008, which raised $8,700.

Firms Tap Haas@Work for New Ideas

Developing the prototype of a consumer product for Panasonic was a completely new experience for Naava Khadakus, MBA 09.

“People could possibly use was just a fantastic experience,” says Khadakus. With a degree in enterprise software, Khadakus had never previously worked in the consumer electronics industry. Khadakus gained that new experience with Panasonic thanks to Haas@Work, the school’s applied innovation program. The program expanded this year to incorporate students from all three MBA programs (Full-time, Evening & Weekend, and Berkeley–Columbia Executive) while serving a record four clients—Quinno, Panasonic, Visa, and Wells Fargo—in one semester.

Haas@Work sends students to companies to generate fresh recommendations and build their understanding of how to drive innovation within a firm. The program can then dispatch smaller teams to implement proposals. One team developed ways for Visa to become the currency of social networking sites. Another team helped Oracle identify and apply best practices for operating a global supply chain for the company’s Green Works line. The Wells Fargo team developed scalable, cost-effective pilot programs to encourage customers to either start saving for retirement or move their existing retirement account to Wells Fargo.

The Panasonic team developed new products and business models in the Web consumer electronics marketplace. Says Jean-Claude Junqua, managing director for Panasonic’s San Jose lab: “The variety of ideas and the passion from the students were very exciting.”

Finance Boot Camp for Undergrads

More than 60 Haas undergrads gave up one Sunday this spring to learn the ins and outs of building financial models at a special workshop offered by an outside firm called Training the Street. The workshop, taught by a former investment banker, gave students additional hands-on financial skills—knowledge that can provide a leg up in job interviews, which is especially crucial this year given the weak economy. Here’s instructor Billy Chu, who thanks Anthony Ma and Jason Wang, both BS 09, with their Excel model.
Big Island Ironman Beckons Berkeley-Columbia Grads

A program that consolidates MBA studies into 25 three-day blocks is likely to attract some intense types. So it is no surprise that when studies ended in the Berkeley-Columbia Executive MBA Program’s class of 2009, the group decided the ultimate class reunion: Hawai‘i’s Ironman 70.3 on May 30.

Twelve class members competed, and numerous others saw cheering them on with mai tai in hand as a fitting culmination to 19 rigorous months of studies.

"We are doing this again!" says Patrick Dempsey, MBA 09, who organized the effort with Damon Krzyzak, MBA 09. "I fully expect this to become an annual event organized by the graduating Berkeley-Columbia class."

Pictured here during training in their Berkeley-Columbia uniforms, from left to right, are Adam Tuchin, Caroline Lee, Patrick Dempsey, Kirsten Lushin, John Davenport, Alex Thatcher, Damon Krzyza and Sean Casey. Other graduates not pictured who competed in Hawai‘i are Hoby Darling, Rob Fyfe, John Collins, and Rae Richman, and Mona Patel, the only participant from the class of 2010.

Villas-Boas Wins Marketing Award

Professor J. Miguel Villas-Boas has won the inaugural Long-Term Impact Award from the Society for Marketing Science at the Institute of Operations Research and the Management Sciences.

Villas-Boas received the award for his co-authored article "Endogeneity in Brand Choice Models" (Management Science, October 1999), which was recognized for having the most long-term impact among hundreds of papers between 1999 and 2003.

Letters to the Editor

In regard to "The Future of the Economy" (Winter 2009) and its five contributors, I hope that Hawai‘i is not part of a problem that has been the bane of many developing countries: "too many brilliant economies." Bob Grow, RS ’68

Saclento, Calif.

I enjoyed reading your five educators’ solutions to our economic troubles. One reason is my connection, as a student, to two, David Vogel and Ken Rose, almost 30 years ago. I would have liked to see some comments on the huge spending spree adopted by the new administration, using money that we don’t have (and are not likely to get). And although increased government control has been creeping since Roosevelt, it now appears it will be coming in full force. Our U.S. Constitution advocates minimum-govt intervention, individual rights, state rights, and the separation of powers of the branches. So our president is giving edicts to Congress by so identify “work” in their spending bills. The Judicial may be next.

Thomas Brent, MBA ’80

Foresthill, Calif.

Letters to the Editor should be sent to letters@berkeley.edu. Letters may be edited for length and clarity.
In Brief

MBA Students to Regulators: Watch Your Back on Cap-and-Trade

"Cap-and-trade" is a strategy to limit greenhouse gases through market forces. Policymakers who cut permits can trade excess carbon permits to dirtier producers. President Obama is pursuing legislation to create such a system in the US. The Haas carbon-trading game opened with an electricity auction, modeled on California’s failed deregulation. After the class split into two groups that competed in parallel, smaller teams bid on seven diverse portfolios of power plants. The teams generating the most juice quickly figured out what California regulators didn’t anticipate. Their megawatts were pivotal to meet peak demand, allowing them to charge exorbitant prices.

When emissions were capped at 90 percent of the total produced by the power plants.

Teams re-bid the portfolios, and carbon permits were divided equally—regardless of actual emissions. This ensured some teams would have to cut emissions or buy permits, while others could sell.

Uncertainty about permit prices led to power players. The average price was $25 per ton in one group and $85 in the other, underscoring potential price volatility. Two teams became locked in a fruitless price standstill. Another team took self-serving action to prevent a permit glitch—as happened in Europe, where prices dropped to nearly zero.

"If we figured people hadn’t polluted enough by the end, we’d start destroying permits," says Brian Farhi, MBA 10, who has worked 11 years in the solar industry. "We helped to reduce overall emissions, but we weren’t being graded on saving the earth. Our goal was maximizing profits."

His conclusions for the future of the carbon-trading industry?

"There will be a lot of risk early on, along with the opportunity to make a lot of money—and it’s the energy users who will pay for it all." –

Rosalie Senkel, Westmont Provost; Doris Lin, ASSC, and Rynthia Poon, Norwest Venture Partner at MVP at 80, catch up in time for the Berkeley Private Equity Network mixer.

Cal Private Equity Network Ramps Up

Recognizing that relationships are key to developing a world-class portfolio and achieving a world-class portfolio, Tom Berrie, MBA 09, and John Duesing, MBA 08, decided a year ago that Cal needed a better way to tap into that network.

So Berrie, who works at Bertram Capital and Duesing, now at Fidelity Equity Partners in London, created the Berkeley Private Equity Network, which aims to foster networking in the private equity industry among Cal students and graduates. The fledgling group brought together the 115 students at the second mixer at Gordon Biersch in San Francisco in March.

Ceviche Beer and Tim Haston, MBA 09, also works at Bertram Capital, helped organize the Berkeley equity speaker series in the fall and a Sunday course on private equity taught by Bertram Capital Partner Mark Pof. In addition to hosting a quarterly newsletter, the group is developing a membership list that currently has over 350 alumni, faculty working in private equity and related fields, and more than 100 students about this Haas affiliated group.

Sunday course is private equity taught by Bertram Capital Partner Mark Pof. In addition to publishing a quarterly newsletter, they are developing a membership list that currently has over 350 alumni working in private equity and related fields, and more than 100 students about this Haas affiliated group.

"It’s a great place to meet people," says the next Tina Brown. She’s already passed along editor duties, and is recruiting more business students. "I really see myself as an entrepreneur." –

An Eye Into the Soul of Paris

As Leslie Little, MBA 94, celebrated her 40th birthday in Paris with pain pills, Manhattan, and live piano for company, she knew she would finally act on one of her entrepreneurial ideas if she survived a life-threatening illness.

After six surgeries to stop an infection attacking her immune system, little did survive. Keeping true to her promise, she went on to create Paris Icons, the first in a series of high-end coffee table books on the world’s most famous cities. Her vision, she says, is to define the soul of the city through fine art photography. She seems to be succeeding. Since its June 2006 release, Paris Icons has won three national book awards. Its photos, graphs will appear in the Mumm Napa Valley Gallery in summer 2010, next to no other than Ansel Adams. The book is available at conraineus.

While Paris is little’s favorite city, London is calling. She hopes to release her second book in 2012, just in time for the London Olympics.

Undergrad Details

Cal’s Style in Bare

On a campus where flip-flops and pajama bottoms suffice for a fashion statement, Doreen

Blox, BS 10, has proven that Prada doesn’t have to stand out at a political rally.

Blox is founder, editor, and publisher of bare magazine, whose name is a word play on Cal’s mascot. Bare is a quarterly with slick photos showcasing student models in thrift shop finds and local designers’ creations. Features explore eco-friendly clothing, global fashion, and budget beauty tips.

Bare already was featured in the New York Times in March for using Hewlett-Packard’s new违背-based self-publishing service. About 100 students work on the magazine, which boasts 3,000 readers and earned a slight profit by its fourth issue. It operates on a $15,000 annual budget.

Despite Bare’s success, Blox doesn’t see herself as the next Tina Brown. She’s already passed along editor duties, and is recruiting more business students. “I really see myself as an entrepreneur.”

Cruising Through Car Repairs

Forget the silly Car Talk guys on NPR. Trevor Traina, MBA 96, has created a new way to get help with your maintenance and repairs: DriverSide.com. For years, websites have helped consumers buy and sell cars. But DriverSide is designed to help drivers stay on top of maintenance after they buy their cars. The San Francisco company closed $5.3 million in funding in May.

DriverSide users can email tricky questions to certified mechanics, determine what standard repairs should cost in their area, and find a mechanic from a database of almost 250,000 shops. Registered users also can receive alerts on recalls and routine maintenance. You can’t count on Car Talk’s Tappet Brothers to do that.

The Best Pork Chop in Portland

Kurt Hoffman, MBA 08, was known for organizing lots of events while at Haas. So it should be no surprise that he successfully lured 55 classmates from around the country and even London to a new restaurant that he helped open in Portland, Ore., on Feb. 18.

Hoffman is managing the daily operations of the restaurant, called Ping. He’s also an investor through a company named ChefStable, which he created with classmates Cliff Dank, Luke Cunningham, and Mike Pearce, all MBA 08. ChefStable investors in and helps develop new restaurants.

Ping, which means girl in Thai, specializes in Southeast Asian pub food. Hoffman’s favorite dish? Jo po bo, a pork chop sandwich served on a soft roll. "We brine the pork," Hoffman explains. "It’s this dish from Macau that is absolutely mind-blowing."
New research by Haas School Associate Professor Cameron Anderson suggests a simple strategy for individuals to improve their own reputations at work: just speak up! After conducting two experiments, Anderson and co-researcher Gavin Kilduff, a Haas School doctoral student, found that individuals who act like leaders—by speaking up and appearing confident—may be perceived as more competent, even if their actual skills don’t measure up.

Anderson and Kilduff, a PhD student in the Organizational Behavior and Industrial Relations Group, outlined their findings in an article titled “Why Do Dominant Personalities Attract Influence in Face-to-Face Groups? The Competence-Signaling Effects of Trait Dominance,” published in the February issue of Journal of Personality and Social Psychology.

To test their “great protector” theory, Anderson and Kilduff first recruited 68 unacquainted students and divided them into 17 teams of four people each. The researchers gave each team 45 minutes to design a mock nonprofit environmental organization or a for-profit website. The winning team would receive a $400 prize.

More importantly, the experiment required participants to rate their colleagues’ level of influence on the group and their level of competence. The sessions were videotaped so the researchers and an independent group of observers could also rate the students’ work.

The results revealed that participants with the most dominant personalities received the highest ratings for such qualities as being able to influence, dominate, and be discipline. Participants perceived less outspoken peers as having less desirable traits, giving them high scores for being conventional and uncreative.

But what if these newly appointed leaders were indeed more competent? A second experiment left no debate. In round two, Anderson and Kilduff asked teams of students to solve computationally problems taken from the Graduate Management Aptitude Test (GMAT). Participants reported their previous Scholastic Aptitude Test (SAT) math scores to the co-responders prior to solving the GMAT problems.

When it was time to reveal the answers out loud, the people who spoke up more were, again, the ones their teammates deemed the leader of the group. It didn’t matter if the chosen leader offered the correct answers, only that they offered more responses. What’s more, the leaders didn’t even have to provide the final solution to the problem to be exalted to the top.

While past studies have aligned dominant behavior with aggressive, heavy-handed tactics, Anderson and Kilduff found people influence by being competent.

“These findings suggest that dominant individuals may ascend group hierarchies by appearing helpful to the group’s overall success as opposed to aggressively grabbing power,” Anderson and Kilduff concluded in their article.

While the findings may be troubling to some, they suggest managers may want to look a little closer when hiring their employees’ true productivity, value, and competence. And for individuals, they suggest that just speaking up could help improve the way their peers and even their superiors perceive them.

To see a video of Prof. Cameron Anderson talking on competence and leadership, visit has.berkeley.edu/videos/research.html.

A Prescription for Better Health Care?

Adjunct Prof. Kristiana Raube finds pay-for-performance stimulates modest change among physicians

Although financial incentives in health care have grown rapidly in recent years as a way to improve the quality of care, there is little research about how well they work—until now.

Kristiana Raube, executive director of the Haas School’s Graduate Program in Health Management, co-authored an article in the March/April edition of the Journal of Health Affairs that evaluated the nation’s largest pay-for-performance program launched by the California Integrated Healthcare Association in 2005. The initiative includes seven major California health plans and 225 physician groups, which employ 35,000 physicians and care for 6.2 million people.

Raube’s conclusion: California doctors given financial incentives to improve the quality of medical care have begun to embrace an array of changes important to advancing quality. However, pay-for-performance incentives failed to achieve their stated goal of breakthrough quality improvements.

“The lessons from this study should be considered by policy makers, such as those from the Centers for Medicare and Medicaid Services, as they design value-based purchasing incentives,” says Raube, also a Haas School adjunct professor. Raube co-authored the study with RAND Corp. researchers Cheryl Damberg, Stephanie Teleki, and Erin de La Crust.

Between 2003 and 2007, the participating health plans paid $325 million in incentives to physician groups if they met certain performance guidelines, such as increasing the number of patients with diabetes who receive blood tests. In response to pay-for-performance incentives, medical groups sped up adoption of information technology, more closely tracked the improvement of physician performance, and sharpened their focus on quality, the researchers found.

But most of the medical groups suggested that the program’s financial incentives—generally about $1,500 to $2,000 annually per physician—were too small to stimulate significant change.

More than two-thirds of the medical groups reported that the pay-for-performance program resulted in more positives than negatives. However, the plans rated the success of the program as 2.5 on a scale of 1 to 5 (1—not successful, 5—very successful), with one plan commenting, “FPV is an approach, not a new way of doing business or managing care.”

Managing in a Downturn

See Professor Jennifer Chang-Chan talk about effective management during challenging times at has.berkeley.edu/videos/research.html.
Setting A New Direction

Dean Rich Lyons

-talks about the Haas School’s distinctive approach to developing leaders

During his first year as dean, Rich Lyons, BS ’82, has been focused on mapping a fresh direction for the Haas School of Business, capitalizing on its unique assets to build an even stronger school. CalBusiness caught up with Lyons this summer to discuss his vision for the school and its distinctive approach to developing the right kind of leader for an ever-changing business environment.

Q: How have you been developing a new direction for Berkeley-Haas?
A: Strategic planning has been a top priority of my first year as dean. We started the process by holding discussions with various constituents of the Berkeley-Haas community— including students and alumni. The faculty spent about five months looking creatively at how our Berkeley MBA core curriculum could be renewed, culminating in a unanimous vote in May on the first phase of improvements and new initiatives.

Q: What is the plan for the school?
A: It all starts with our mission, which is to develop leaders and to produce pioneering ideas for all areas of business. While this is true for us, it is also true for most other top business schools — and it is undifferentiating. It’s therefore critical that we fulfill this mission in a way that is distinctively Berkeley. We can do that.

Q: How do you differentiate Berkeley-Haas?
A: The good news is that we have a set of deep assets that, taken together, provide all the requisites of a top business school but also effectively distinguish us. These defining characteristics provide a perfect foundation upon which to build.

Q: What are the defining characteristics?
A: There are many. They all emanate from the big three, which we refer to as “Place, People, and Culture.” Place includes being part of Berkeley — its tradition of intellectual excellence is deep in the Haas School’s DNA. This means we are and will remain a world-class research institution, in which our faculty continue to generate new knowledge and ideas. We are also part of the powerful global brand called Berkeley. The brand is a combination of scholarly excellence, cross-campus connectivity, and dedication to society’s deepest issues.

Place includes our incredible location in the San Francisco Bay Area as well — a business ecosystem of innovation and entrepreneurship that is the envy of the world. This fundamentally shapes the way we think and act at Berkeley-Haas. It contributes to a prevailing spirit of innovation on campus. And we have worked hard to leverage these location advantages in our teaching and research.

In terms of people, one main aspect is that Haas has always been a good fit for individuals who have strong leadership potential and who excel in putting fresh ideas to work in their organizations. This combination of skills is what we have been calling Leading Through Innovation. It has been happening here naturally for many years. We see many of our alumni whose careers embody this approach to leadership. Now we are reshaping our curricula to deliver this brand of leader even more sharply.

We also have a highly differentiating culture at Haas. Some of the elements that really stand out include the fact that Berkeley-Haas people do not accept the status quo. This is Berkeley, after all! Students here possess confidence, but without attitude. This is something we hear all the time from corporate recruiters; it’s important to why firms keep coming back. And our graduates tend to commit themselves to larger causes that have a positive impact on the world.

“Great leadership starts with strong values and the ability to innovate.”
— Dean Rich Lyons
Dean Lyons Unplugged

Dean Lyons

Dean Lyons on the Web
Watch excerpts of an interview with Dean Rich Lyons at www2.haas.berkeley.edu/ Videos/culture Lyons.aspx

Q: Before becoming dean, you were chief learning officer at Goldman Sachs, responsible for leadership development of the firm’s most senior leaders. What did you learn there?

A: Goldman Sachs has always had an eminently admired people leadership development program — how you get results through others. But the firm was interested in taking the other part of leadership, such as how leaders drive growth, for example, which has to do with finding new areas of opportunity and opportunity recognition. As a financial economist, I brought a different skill set that helped the firm look at leadership from different perspectives.

The experience at Goldman Sachs helped me think about leadership in this broader way, beyond a very effective but rather narrow frame that is largely organizational behavioral psychology and sociology. These are wonderful disciplinary underpinnings, but how do we broaden them to cover all that the firm does and can do to create value?

Q: Last year, the school launched the public phase of its $300 million Campaign for Haas. How was the fundraising effort connected with your vision?

A: The campaign will allow us to finance our vision for Berkeley-Haas: developing leaders who have what the world needs more of — graduates with the ability to lead using the power of the information. The campaign has three goals. First is building the leader’s curriculum, as described, which will differentially fund graduate business schools. Second and the biggest piece is to become the business school where the best scholars and teachers want to stay and thrive. As part of this goal, we need to expand the site of the facility and provide more support for research.

The third area is focused on transforming the Haas campus. Fifteen years ago, when Haas moved from Barrows Hall to our current building, it dramatically changed the culture of the school and opened new doors for us. Now we need to transform this wonderful set of building to meet new needs of enrollment growth and new ways of learning. We also need a new facility for our rapidly expanding executive education division.

Teaching excellence at our Berkeley-Haas leadership brand into the business world, and it provides solid revenues to help keep us financially self-sufficient.

Q: How have the recession and California budget crisis affected the campaign and the school?

A: Clearly last year was not great timing to enter the public phase of our capital campaign, but we had no choice. The good news is that we have already raised nearly a third of our goal, and we are hopeful that our alumni and friends will again be generous when the economic storm subsides. We are a little over 20% of the number of alumni give as last year. I think that shows that we’re on the right track.

The impact of the budget cuts at Berkeley and the other nine campuses will be severe in the short term. Tuition is rising rapidly. All faculty and staff, including those at our school, are facing a year or forlonged days off starting in September — essentially a pay cut of up to 10%, depending on one’s salary. This will add to the competitive pressures we already face at Haas.

The good news is that the school’s new financial model provides non-state revenue that we can direct toward our academic programs. This means Berkeley-Haas students will see few if any cuts to their programs and graduate services. We think we will be effective working locally to limit the negative impacts of a bad year for UC.

Q: You’re the father of two small children. How do you juggle the demands of raising a family?

A: I try to carve out every part of the weekend that I possibly can to be with my young kids, Jake, my four-year-old daughter, Nicole, and my wife, Jen (MBA 96). During the week, I’m good for two hours a week for Haas, but I don’t like to be away from my family for more than that. Two to three days every week I take the kids to school in the morning. I am also the only dean of a top business school who wears an earring. What is the story behind it?

Q: What do you think are the necessary things for the campus to be successful?

A: I started wearing the earring shortly after I joined the Berkeley faculty. You see how fast this place gets to people? According to any of my colleagues and I went out and got our ears pierced together. For me, it’s a reminder of how many degrees of freedom we actually have in our lives.

We get on certain pathways and do certain things, but usually we grow the most when we take risks and experience big transitions. We don’t need to define ourselves one certain way, or as one certain thing. We can be many things in our lives. I like being reminded of that.

Our strategy for doing so is to connect the Berkeley-Haas brand of leaders through a strong and long-lasting connection with the school and the city. We are already attracting students, faculty, and staff who subscribe to these ideas; we want to take it to the next level.

Q: What are some of the curricular changes that will be launched soon?

A: Let me preface my answer by noting that we are starting most of these changes in the Full-time MBA Program. But we will introduce elements of this plan to all of our graduate and undergraduate academic programs over time.

First, we are defining leadership in a more encompassing way, to include not only strategic leadership, operational leadership, and people leadership. Second, we are reemphasizing and moving our coursework in the area of leading people. Third, we are putting greater emphasis on topics such as managing flat organizations, leading through influence rather than authority, and setting up internal and all of which define the Berkeley-Haas approach. We are also launching a new initiative for executive program development in order to develop leaders better.

Dean Lyons

Dean Lyons on the Web
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Q: I noticed that you did not include finances as an advantage.

A: Actually, we have been growing stronger as a school because we have won some key financial freedoms from the university that allow us to compete with the very best business schools. This increasing financial self-sufficiency is helping show the world that the UC system faces its worst financial crisis in history.

Q: So how do you take advantage of these factors in producing a Berkeley-Haas brand of leader?

A: Our strategy for doing so is to connect the Berkeley-Haas brand of leaders through a strong and long-lasting connection with the school and the city. We are already attracting students, faculty, and staff who subscribe to these ideas; we want to take it to the next level.

Q: Going forward, we will more actively select for specific qualities that reinforce these values and culture. We also need to make holistic changes to our curriculum, but in the broadest sense of that word. This includes the total body of experiences that make up an education at Berkeley-Haas, including non-classroom, experiential opportunities.

Q: Why is all of this important?

A: The key to succeeding in an ultra-competitive global business environment is to be different in the marketplace, use something that happens through innovation. Sameness leads to commoditization, and firms don’t profit if they are doing the same thing as their competitors. Firms today desperately need leaders who can create and implement fresh ideas across their businesses. Berkeley-Haas has always been good at producing this kind of leader. And we are determined to get even better at it.

And we are aiming to educate women and men who can bring these leadership qualities to every level of an organization, from entry level to CEO.

Q: There has been much talk whether business schools are to blame for the global financial crisis. Does Berkeley-Haas provide a moral compass to its students?

A: Business schools definitely have to take some responsibility. We can reflect on how they contributed to the crisis. In our own case, I think we have been building a culture of leading responsibly — and we should do more. Our culture embraces a strong ethical framework and socially responsible. And it goes beyond that: Take our value of not accepting the status quo. I would hope that a Berkeley-Haas students and professors will feel it more than sound right on the job, even if it's always been done that way. And it is beyond that.

Clearly we can’t guarantee that everyone from our school will behave with high stand-

ards in every case. And it goes beyond that.

We needed to transform this wonderful set of building to meet new needs of enrollment growth and new ways of learning. We also need a new facility for our rapidly expanding executive education division.

Teaching excellence at our Berkeley-Haas leadership brand into the business world, and it provides solid revenues to help keep us financially self-sufficient.

Q: Three Campaign Goals for Haas

Transform the Haas

Goal

Create a campus that supports the demands of business education of the future and encourages collaboration, including a dynamic academic building interior and public and state-of-art classrooms. Make space for more faculty and create a dedicated executive education facility.

Build the Leader’s Curriculum

Goal

Build deep understanding in experiential learning opportunities. Expand international offerings, including MBA international credential. Demonstrate the quality of teaching.

Realize our Intellectual

Goal

Realize our Intellectual Community through faculty and chairs. Support faculty research and activities. Recognize and provide more funding for centers and institutes.

12 Call Business Summer 2009

Summer 2009 Call Business

13
Greg Greeley, MBA 98
Vice President of European Retail, Amazon Europe, Luxembourg

It was a letter that Amazon.com CEO Jeff Bezos wrote to shareholders shortly after the online retailer’s 1997 public offering that inspired Greg Greeley, MBA 98, to change jobs.

In the letter, Bezos outlined his core management beliefs, which include focusing relentlessly on the customer, making bold investment bets even when others say they’re unreasonable, and making decisions based on the long-term rather than quarterly expectations. “That letter is what tipped me over the edge to go work for Amazon,” says Greeley, who left Sun Microsystems for Amazon in 1999. “Those weren’t words on a paper. They were committed to it.”

Greeley, now Amazon’s vice president of European retail, remains committed to the vision, which he believes has trickled down the Amazon ranks and applies in any economic, environmental, or social setting.

The former vice president of Amazon’s North America books and magazines businesses, Greeley relocated to Luxembourg in 2007 with his wife and three daughters. He now runs retail and marketing operations for Amazon.co.uk, Amazon.de, and Amazon.fr, working with vendors, launching new product categories, and considering new business initiatives in the UK, Germany, and France.

“We develop programs tailored to the European market — and we also make sure that anything that resonates with US customers is deployed here as rapidly as we can do it,” he says.

An international finance class taught by Rich Lyons (now dean of the Haas School) as the Asian financial crisis ensued in mid-1997 has been particularly relevant to Greeley’s career. “It’s very similar to what’s going on now,” says Greeley, who applied Lyons’ teachings while he was dealing with a worldwide disruption in product supply and demand at Sun Microsystems.

As Amazon continues to launch and improve new products such as the Kindle wireless electronic reader device, Greeley is looking to what’s next. “The future will bring many opportunities for authors, musicians, filmmakers, and content providers as well as for other companies offering their products online and for the billions of people who want to consume media in old and new ways,” Greeley says.

When Greeley’s not pondering Amazon’s future, he and his family have been taking advantage of living overseas, skiing in the Alps, cycling, and traveling around Europe.

Correction
A profile of Sabrina Simmons, BS 88, CFO of Spike Inc. in the Winter 2000 issue reported her title as vice president of finance. The profile should have said she was assistant treasurer at Levi Strauss, not treasurer.

Elena Perazzi, MFE 04
VP, Equity Volatility Strategies Group
Goldman Sachs, New York

Wall Street has definitely become a more solemn place since Elena Perazzi, MFE 04, decided to track a physics lab in Italy for a job in investment banking five years ago.

But while “squants” like Perazzi have taken considerable heat for developing complex risk management models that failed to anticipate the financial crisis, their culpability is not so black and white, she says.

“Some of that is looking for a scapegoat,” says Perazzi, a VP at Goldman Sachs. “But in some ways it’s true. You model things mathematically, but you can never model the entire world. You can only simplify. And being aware of that fact doesn’t take away the risk.”

A native of Italy, Perazzi earned a doctorate in physics at the University of Padua in 2000, researching gravitons and gravitinos, hypothetical particles that are believed to mediate the forces of gravity and supersymmetry. It’s possible, she notes, that neither particle actually exists.

Perazzi enjoyed physics, but found it “hard to find a good job in physics, in an institution that’s doing good work, there’s also a city.” So she came to Berkeley, earning a master’s in financial engineering in 2004, and applied her training to the equally unstable stock market.

Weighing, in real time, various market variables to determine appropriate pricing, Perazzi employs stochastic calculus to build the tools that Goldman’s traders use to hedge risk.

“When I started at Goldman, I thought I would only find the math interesting,” Perazzi says. “But now, being close to the markets is the most interesting — trying to understand how the math plays out.”

Helpful as it may be, stochastic calculus can’t extend Perazzi’s vision more than a few hours. So don’t ask her about the long run. “It’s not as if what’s happening next year is not important,” she says. “It’s just that you can’t model it.”

Nancy Milby, BS 82
Founder and Executive Director
Laguna Culinary Arts, Laguna, Calif.

Nancy Milby, BS 82, is still at a long wood table surrounded by wines from Italy, Spain, New Zealand, South Africa, and, of course, France. Nearby, a deli case is filled with tempting charcuterie and domestic artisanal cheeses.

“I knew I loved to teach, and I loved to cook,” Milby says as she recalls how she realized six years ago that she wanted to combine her entrepreneurial spirit with something she was passionate about. “The result was her professional cooking school and wine and cheese shop, Laguna Culinary Arts.

In the nearly 20 years in finance — as a partner at KPMG and CFO at health-care consulting firms — Milby needed a new challenge. And one of the things her education at Haas taught her (besides her technical tax education) was how to analyze, think, and ultimately decide what was best for herself. So she took her savings and her love of food and wine and built a small cooking school in Tony Laguna Beach.

It began as more of a fancy home kitchen than a professional chef haven, but took off nonetheless. Milby was a one-woman show, teaching all the classes, sourcing fresh, seasonal ingredients, and running the business.

Since then, the school has moved into a 4,000-sq.-ft. space and transformed into a revered food and wine education destination in Southern California. Students have gone on to some of Southern California’s finest restaurants and hotels, including Roy’s in Newport Beach and Montage Laguna Beach Resort and Spa. The 100th student graduated last year.

Now Laguna Culinary Arts also offers culinary trips to France and Italy, wine education classes, catering, and corporate cooking retreats. Milby oversees a staff of 25 employees and 15 chef instructors.

“When people learn how to cook, it really changes their lives. They’re excited and it opens up a whole new world to them,” Milby marvels. “And while this lifestyle is certainly not as lucrative as being a partner at KPMG, the joy that I get and give is unbelievable.”
Meet More Alumni in Asia Online
To read about these Haas alumni in Asia, visit tneyurl.com/ cellbus-asia-in.

Matt Sinder, MBA 99
Senior Vice President, Business Development
Paris Group, Honolulu

Patrick Liu, MBA 96
Entrepreneur, Shanghai

Mike Golden, MBA 02
Founder, Adsmith China
Shanghai

Mike, who earned an MBA from UC Davis, later moved to Vietnam seeking international experience. Starting small, business for Zobrist International grew rapidly with his all-Vietnamese staff.

Managing Zobrist International is now taking less time, allowing Zobrist to focus on building new socially beneficial businesses — like the battery recycling factory. He also serves as the regional representative in Ho Chi Minh City of the Hass Alumni Network.

"I work on things that I really am interested in. I love teaching. I love managing IT business. And I’m very passionate about social entrepreneurship," he says. "Vietnam is the perfect environment for me."
Connected @ Haas

The Dean’s Speaker Series brought numerous leaders to campus this spring: 1. San Francisco Mayor and California Guarnatorial Candidate Gavin Newsom talked about his early business failures and the importance of being passionate about what you do during a May 11 talk at the Haas School. 2. San Francisco Federal Reserve Bank CEO Janet Yellen, a Haas School professor emeritus, said she expects “the recovery to be frustratingly tepid once it gets started” during a speech May 5 about the economic crisis. Her speech, which was widely reported in the media, was one of several events at Haas focused on the recent financial turmoil. 3. Cheri Wood, CEO of Deloitte Tax and managing partner of US Morgan and Acquisition Services for Deloitte, spoke at Haas April 29, addressing how Deloitte’s business has changed and adapted in as a result of the financial crisis. 4. An April 15 talk on leadership. Arun Sarin, former CEO of Vodafone, MBA 78, MS 78 (mechanical engineering), told students: “The reason to have responsibility and power is that you can make the world a better place.” 5. Bill Sullivan, CEO of Agile Technologies, discussed “Delivering Innovation in a Downstream” on April 6. The Silicon Valley veteran explored how successful innovation requires a careful balance between teams, markets, technology, and business models.

Numerous other speakers also came to campus this spring. 6. Sandy Alderson, former CEO of the San Diego Padres, spoke at Haas April 22 as part of the CEO Spotlight series hosted by the General Management and Strategy Club. Alderson became CEO of the Padres in 2000, overseeing the team through three winning seasons. 7. Thomas Siebel, founder of Siebel Systems and The Meth Project Foundation, discussed his innovative campaign to stop fingerprint methamphetamine use in Montana at the 11th annual Public Leadership Dinner on April 15. The event was hosted by the Haas School’s Center for Nonprofit and Public Leadership. 8. Alumnus Norman Mineta, BS 53, who served as President George W. Bush’s transportation secretary and made critical policy decisions in the aftermath of 9/11, addressed Associate Professor Cameron Anderson’s Power and Politics class on April 2. 9. The 13th annual Women in Leadership Conference featuredenstein, author and former chief technology officer of Cisco Systems, who has been named three times among Fortune’s top 50 most powerful women in American business. 10. Despite a dire economy and political infighting, California is poised to lead the national push for cleaner energy. California Air Resources Board Chair Mary D. Nichols said a workshop convened at the third annual UC Berkeley Energy Symposium on February 23. Here Nichols talks with Matt Carrington, Brianna Wolf, and Nehemiah Muthyalal, all MBA 10. The symposium was organized by the student-led Berkeley Energy and Resources Collaborative.

To view some of these speeches, visit the Haas Video Room at haas.berkeley.edu/video-room.

Alumni Notes

Why Hire Haas?

Challenging times bring us closer together. As a member of the Haas community, please think of fellow alumni when employment opportunities arise within your organization. You will not only help a single individual but strengthen your company by recruiting a responsible, forward-thinking, team-oriented business leader.

The newly upgraded alumni job boards within HaasCal make hiring and searching for jobs faster and easier. For example:

- More than 300 job postings are searchable by industry, function, location, and other criteria.
- A new “Opportunities to Connect” function helps alumni connect with other Haas grads who work in their field or region, who work at the companies posting jobs, or who are interested in partnering with other alumni during their job search.
- Alumni can find out about potential career paths by exploring what other alumni are doing and which companies are offering opportunities.
- Finally, an exceptional new HaasCal feature automatically matches alumni with companies seeking qualifications similar to those in the alumni’s HaasCal profile.

To post or search jobs, simply go to “HaasCal” from the alumni homepage at haas.berkeley.edu/alumni. You may also email your job postings to recruitalumni@haas.berkeley.edu. Hire Haas and strengthen our brand and your network.

All the best from campus,
Tenny Frost
Executive Director
Alumni Relations & Annual Giving

Undergraduate

1940

David Rea, BS, of Stockton, Calif., celebrated his 50th wedding anniversary, 90th birthday, and Stocktonian of the Year award all in the month of February.

1947

Milan Wright, BS, of Walnut Creek, Calif., writes, “After retirement one looks for something meaningful to do. I was a teacher, counselor, and secondary school administrator for 40 years. I dipped into real estate sales and property management for several years. I don’t care to swim in this economy. However, I was an investor, now it is an excellent time to acquire residential property at a huge discount. Instead of more of the same, I am now a Certified Media Placement Specialist, better known as the Internet marketing adventurer. I have also authored two books this year. Tipping Point for Greatness Falls and Historic Donner Stock Trail, available at Amazon or Trafford Publishing Co. Victoria, BC, Canada. How old am I if 75.”

1951

Richard Devrey, BS, see MBA 1954 notes.

Harold Lustig, BS, of Castro Valley, Calif., writes, “I have been married to my wife, Shirley, for almost 53 years. We have three children, two girls, and one boy, and eight grandchildren. We started a business called Lustig International in about 1978 importing table accessories for the home. Originally we were working out of Brazil, but have moved all of our operations to China where we design decorative glass. We are avid followers of the Golden Bears and try to go to as many football games as possible.”

1960

Alan Herli, BS, writes, “I was elected president of the 5,000-member Beverly Hills/Greater Los Angeles Association of Realtors for this year. The association includes the former Beverly Hills, Los Angeles, Santa Monica, Culver City, Marina Del Rey, and West Hollywood Associations of Realtors.”

1963

Sonny Lov, BS, retired after 34 years as a Peace Corps volunteer and staff member, which was capped by a stints as a Foreign Service Officer managing affordable housing and urban development programs for the US Agency for International Development. He writes, “Since then, Sonny, my wife, and I moved across country to our San Diego suburban hometown. We spent the first few years making the house our ideal sun-bathed home in ‘America’s Finest City. That has been a meeting with new neighbors and family new out west in the West, in Canada, and down in Central and South America. Between Hawaiian and Mexican Riviera cruises, I’ve discovered the joys of seeing Cali win more football games than when I was a student. Go Bears!”

1964

Cal Homecoming Oct 3

http://calhomecoming.berkeley.edu

Schuyler Bailey, BS 64, see MBA 1965 notes.

Joanie (Miszczak) Giordellii, BS, married Dr. John Corder, a graduate of the University of California, San

Upcoming Haas Signature Events

Sept. 12 Berkeley/Columbia MBA Alumni Reunion & Gala

haas.berkeley.edu/alumni/events

Oct. 3 Homecoming Celebration

Nov. 6 Haas Gala in San Francisco

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

News from Haas Alumni
1966  
Michael Stebbins, BS, see P 1972 notes.

1967  
Gary Jackson, BS, partnered with Peter Abem in 1967 to form The Matrix Recording and bought the Memo Nightclub in San Francisco in 1967. They produced Grace Stuck and The Great Society shows on Columbus Avenue.
While Peter stayed at the nightclub, Jackson went to San Francisco State University, earning an MBA in accounting. Golden Gate College in San Francisco, later transferred to Stanford, where he received his JD in 1971 and his PhD in 1977. As a political activist in San Francisco, he was involved in numerous fundraisers as a board member and fundraiser for McGovern for President and Richard D. Haag in San Francisco, and save the Whales in California and Japan.

1974 | CAL HOMECOMING oct 24 homecoming.berkeley.edu

1965  
Vilay Kumar Pandit, BS, writes, "I passed actuary math and statistics exams and did actuarial work for a year, but switched to information technology after that. I worked in the IT industry for nine years, then ran a private business for another few years, and then transferred back to IT. I am now a member of the board of advisors of InternetSpeech of San Jose. I occasionally work for InternetSpeech Beatz for customer support, when they are short of staff. I traveled to Thailand and India three times, mostly with my partner, Julie, and met my classmates who had graduated with me in 1985, and had recently celebrated the 50th anniversary of that graduation. I am a grandfather now. My daughter, Amba, had a daughter born late last year.

1984  
Doyle White, BS, of El Dorado Hills, CA, writes, "This past year has been an exciting one for the retail property development company I started in 1994. Our biggest project is the development of Upper Montrey in downtown Monterey, which we just completed. We are the first LEED-certified (LEED Silver) of any shopping center in California by the US Green Building Council. And our Nob Hill Market-branded Bridgeside Center in Alameda was recognized by the California Redevelopment Association and Smart Cities Year 2000 for our "green" projects.

1985  
Maitre' Mark Powell, BS, see MBA 1983 notes.

1978  
Laure (Mitch) Dyko, BS, is owner and managing member of the Investigative Accounting Group, a CPA firm specializing in forensic accounting, fraud investigation and litigation support. She lives in Atlanta, GA, with her husband, George, and they are a happy business partner. They have three almost-grown daughters, two dogs, and enjoy outdoor activities, including bicycling, boating, and recreational kayaking.

1981  
Michelle (Lamphere) Williams, BS, a director of financial aid and associate director of admissions at Saint Martin's University, in Lakewood, WA, and her husband, Michael, live in Seattle with their two daughters. Michelle graduated from University of California in 1981, and earned her MBA from University of Washington.

1982  
Jeff Davlin, BS, writes, "I am married with two boys and living in Burlington, Calif. I work at Genentech Inc. as a business systems analyst."

1987  
Douglas Wolfle, BS, of El Dorado Hills, Ca, writes, "The past year has been an exciting one for the retail property development company I started in 1994. Our biggest project is the development of Upper Montrey in downtown Monterey, which we just completed. We are the first LEED-certified (LEED Silver) of any shopping center in California by the US Green Building Council. And our Nob Hill Market-branded Bridgeside Center in Alameda was recognized by the California Redevelopment Association and Smart Cities Year 2000 for our "green" projects. We are actively seeking out new urban infill retail projects to keep our business strong for the next few years.

1983  
Mitch Rosenberg, BS, and family present a $100,000 check to Children's Hospital Los Angeles.

1985  
Mitch Rosenberg, BS, earned his CPA certificate while working at Price Waterhouse in Los Angeles after graduating Cal. For the past 23 years he has been successful in the accounting and financial insurance industry. His business, Mitch has consistently been recognized with "Top of the Table" honors from the Million Dollar Round Table and "Chairman’s Council" with New York Life Insurance Co., placing him in the top 1 percent of insurance agents worldwide. He has been very active raising money for Children’s Hospital Los Angeles. One of his three children wouldn’t be here without the hospital’s incredible medical services. He just completed his fifth annual round of giving, benefitting CHLA and reached his goal of $100,000 raised to have a room named in the new hospital building for his Family Medicine. He has also connected with other alumni in Southern California. Email is mrosenbelg@leaguestrategics.com. He lives in Thousand Oaks with his wife, Michele, and their dog, Ashley. (16, Andy, 13, and Paige, 13).

1990  
Vidyu (Ranjanayya) Kagan, BS, visited the Bay Area and loved the简称 those times catching up with many close classmates. She spent an afternoon catching up with my old friend, Suresh Kohyashanti, and Rodger Kohyashanti. They had brunch in Restaurant Dante with Mona, Kevin, Keesha, and Alvin. They's wife, Vidyu is still living in the Bay Area. She recently became involved with the Boston Alumni Association and helped plan the recent trip to Aspen. She drives mostly in Chicago and lives in the Bay Area."

1991  
James Finner, BS, writes, "After 11 years at BMS and marketing and I have recently transitioned into health care, where I now work for Scott & White Hospital, responsible for its growth initiatives in central Texas. Met my wife, Elsa, and our children, Alex and Natasha, and enjoy living in Austin. I catch up with most of my classmates on TV with the local Cal alumni.

1992  
Paul (Polpat) Arkk (Arkkapradit) is living in Beijing, China, where he works at Apple as the company's real estate manager for Asia Pacific and a responsible for finding locations for the company's real estate in the region."

1994 | CAL HOMECOMING oct 24 homecoming.berkeley.edu

1997  
Allan Leon, BS, is helping Alex Weisinger, BA 98 (Political Science), launch Cal in Hollywood, an alumni group for all Cal grads interested in the entertainment industry. He writes, "Please look for information about our launch party in the Los Angeles area that will be announced on all our alumni lists. Please let us know if you want to stay in touch.

1998  
Cheryl Carvalho, BS, of San Rafael, Calif., writes, "After almost 10 years as the head of business development at Lucasfilm and a year-plus as the head of Lucas Online (StarWars.com), he has published over 250 books of authors from around the world. He is the father of two boys, Nathaniel and James, (8 and 6) and has married to Sanjana Singh since 1997.

1999 | CAL HOMECOMING oct 24 homecoming.berkeley.edu

2000  
David Chang, BS, recently joined Pfizer Pacific Capital Management as a portfolio manager. After owning a burger franchise for several years, he got back to his business and financial roots. He started a small hedge fund, and was at one point an advisor to Pfizer Capital Pacific. He also received his CPA charter in 2000, which aligns with his MBA from the University of Michigan. He is currently helping his high net worth clients as they do not just do enjoy a life and live a life from work in San Marino with his two lovely children and his beautiful wife. Jennifer. He invites you to email him with any questions or just want to catch up. Email is dchang@pcc.pfizer.com.

2001  
Adam Rame, BS, of Kapaa, Hawaii, writes, "About my company: Fairfax (FX) is a high-tech software company. Our mission is to provide training and support training development companies based in San Francisco. We provide software development services to clients looking to create both online and or video-based interactive content. Our clients come in the education, training, and entertainment industries.

2002 | CAL HOMECOMING oct 24 homecoming.berkeley.edu

2013  
Alfonso Chan, BS, of Boston, recently started a online company that focuses on the movement of snapping (soil) and high-lad ges: www.soiltnz.com.
Alumni Notes

Tanja Kapoor, BS, of Los Angeles, writes, "I am a vice president at Goldman Sachs and the Private Wealth Management Group working with high networth individuals, families, and institutions. One of my highlights in 2008 was dancing on the NBC world TV show, Superstars of Dance.

Pravir Singh Sawhney, BS, writes, "I have been in New Delhi, India, for the past three years in investment banking in New York (Morgan Stanley), New Delhi and the final three years in London (HSBC Corporate Finance). Have unfortunately not met back to Cal for a while. Hopefully we will all take me up when they visit Delhi. Best wishes. Join @hashwornickberkeley (/hu)"

Patrick Merrill, BS, and Elisabeth Merrill celebrated their one year anniversary in April 2009. The couple was married in San Luis Obispo, Calif., and had a honeymoon in Hawaii. They also attended Charter Gala 2009, an annual tradition for the couple. They are active with several business-oriented non-profit organizations in the Bay Area to support local business. California Alumni Association Alumni of the Year was honored in April.

2001

Krisman Tong, BS, writes, "After spending five years with Deloitte, I joined the Health Services Group of Maxis-Adams in the San Francisco office. I primarily work on various business and service engagements throughout northern California, focusing on hospitals, health plans, clinics, long-term care facilities, and health/medical/Biotech/strategy entities. I am still active with the Health/Cal Alumni community, serving on the HAN Alumni Council, TKE Chapter Advisory Board, and Cal Alumni Pride Executive Committee. If any of my fellow classmates within the Bay Area, please do reach out and network!

2002

Christina Bogatsky, BS, of Los Angeles, writes, "Helpful Huey/Peaches Alumni! It has been a few years, and since my last note, I moved to Los Angeles for a career opportunity. I have been with Sony Pictures Entertainment for the past three years now where I manage mobile video distribution. In short, I get movies out to mobile phones. It’s been an exhilarating experience, and it’s a fun and (very volatile) market to be in. I worked to get more involved in Southern California’s HAE Alumni community, which is pretty robust. Tom Campbell and Richard Lyne are also in LA a couple of years ago and hosted a fantastic luncheon for a group of alumni. It was quite a ride through the ups and downs of a Silicon Valley tech company. I am still active in the Los Angeles Alumni of the Board of Internet Inc. located in Everett, Wash., but I am finding my new life to be a lot less of a roller-coaster. My wife, Kathy, Cal undergrad ’98, split our time between our homes in Pantala Valley, Calif., and Jackson Hole, Wyo., where she is a founder of Jackson Hole fly fishing habits. We enjoy staying classically, so look us up on our ‘Face’ page."

Pranav Popat, BS, writes, "I am an investment analyst in Los Angeles and I work with a team of specialists in mergers and acquisitions, corporate restructuring, and other strategic advice to companies primarily in the technology industry.

2003

Tahamant Nembakhsh, BS, writes, "I recently graduated from law school, passed the California State Bar Exam, and married a beautiful woman. I’m currently working with a great firm in Orange County, Calif., in the corporate, real estate, probate, and labor business department. I’m very happy to be married, and ‘love my life.’"

Nancy Chen, BS, of Fremont, Calif., writes, "As a global conference coordinator, I travel around the world (mostly to Asia), putting together large conferences a few times a year."

Yvonne Chen, BS, of San Francisco, writes, "Tight hopped around here and there, but made a big difference when people heading up the administration make an effort to connect with alumni. I hope everyone is doing well. If you are in the digital/mobile distribution business and would like to talk, I’d love to hear from you. I’m in the alumni directory, Bear love, Christina."

Joanne Liu, BS, writes, "This May graduation from Wharton with an MBA and being moved back to the Bay Area to explore opportunity in technology. At Wharton I had the privilege of serving as the student body president and reuniting with several friends from Haas."

2004

Neil Chaudhri, BS, of San Francisco, writes, "I recently graduated from law school, passed the California State Bar Exam, married a beautiful woman. I’m currently working with a great firm in Orange County, Calif., in the corporate, real estate, probate, and labor business department. I’m very happy to be married, and love my life."

David (Beirngam) Lee, BS, of Maryland, writes, "Real proud in February from Shenzhen, China. Was working with a large American commercial real estate development company, property, consulting, but sure came back at a bad time. Studying for my LSATs and GMATs, but so is everybody else. Still, I am good and I am thankful for all the stuff that we have had up to now. Hope everyone else is out there doing just fine during these difficult times.

2005

Phillip Wu, BS, MS, writes, "I have begun working at InnoCr3r, an international CSR consulting and training firm in Shanghai, China. As a marketer of sustainability, I find the work very exciting because I have the opportunity to work on various projects and assignments. Given that the company is a small startup firm, I have had the opportunity to work closely with the CEO and other colleagues. I am very busy in Shanghai since I identify Chinese language classes in the morning and work on my company in the afternoons. Aside from work and school, I am continuing my food adventure, sampling new foods and restaurants each week. Although I prefer eating at home, I also attend a Chinese cooking class on Saturday afternoons. As the summer weather approaches, I take advantage of the outdoor scenery while enjoying good conversation with friends.

2006

Shuyler Bailey, BS 64, MBA 65, writes, "In March I won another in my family’s supermarket, Value’s, Berkeley-club, playing the role of Sir John Porlock in Oscar Wilde’s A Woman of No Importance. Previous roles (about) over the past 25 years have included a Stenberg in Dinner at Eight, to in Aunt Mame and Charity’s Aunt Fancourt Babbitt (‘Babbie’) in Charity’s Aunt."

2007

Don Brusnica, MBA 52, writes, "The recognition-based tracking in measuring the effectiveness of advertising. Another paper…‘Sampling the impact,’ which showed how irresponsible and bandwidth elements can dramatically affect measures of ad performance, was published in the April 2009 issue of Quirk’s Marketing Research Review."
****

Alumni Notes


Steve Fabrincina, MBA, writes, "Termed last week from a decade and a half in Tokyo, Japan, to take a two-month post at World Health Organization's Regional Office in Manila, and now I am writing a quick note between conferences and speeches as I conduct my first conference briefing paper, related to global health. But I've worked in several countries where the challenges have been gone downhill like Afghanistan, Iraq, and others in the Middle East, areas related to public health management and economics. Got my PhD at the age of 50, lived in Islamabad, Pak from 25 years, and then followed my career post to Shanghai, China, and then to Japan. Now I lock, 6th gear to the Philippines, perhaps where she comes home from school, and weed the garden. Okinawa is a lovely, laid-back place with many good restaurants, bars, and beaches. It has the worst of the nation's economic woes. It's being said the current crash has gone largely unnoticed! I just can't read the need to earn a living here."

Father Max Oliva, MBA, of San Jose, Calif., is teaching a course in ethical decision making at Regis University's campus in Henderson, Nev. His book, Beethoven for the Rest of Us: A Letter to the Clever and Popular Novels publications in Canada and the United States.

Joni Drelliana, MBA, graduated in August 2007 as assistant general manager of Capital Bank Agency in Pleasanton, Calif., after 34 years of employment, including 10 years at the agency's main office and now enjoying retirement, although still-well. Lynn is still working as an RN at Eden Medical Center in Castro Valley, Calif. He is keeping fit by working out and tennis and golf. He is also a board member of the Retired Employees of Alameda County, an advocacy group for retirees. He volunteers

in different capacities with Conemore Fellowship and as a marshall at Castro Field Country Club. He works part very time for Attica Advisors, a tax, retirement, and insurance services firm. Although he is retired, he finds time to enjoy his family, fish, and go boating and grandad. Having.

1978 Founder Brian, MBA, lived in the Berkley hills and worked in hightech since graduating in 1963. He considers it his responsibility for the worldwide channel strategy at Cisco Systems Inc. and serves as a board member at Park Day School in Oakland. His wife, Jude McKinney, is a psychologist and son, Japal Brar, is in third grade.

1975 **35th MBA REUNION APRIL 23-25, 2010

Marcia Forre, MBA, writes, "After I got my MBA from UC Berkeley, I went back to Reis de Janeiro to work for the Federal Development Bank of Brazil, which is not only a key role in the World Bank, but doing business only within Brazil. A few years ago, I moved to a brokerage house, later joined Merrill Lynch in the US, and then to a Canadian-owned investment bank, where we advised the federal government on several large privatizations. Then I moved to a Portuguese-owned bank, and am now with CMA and OIO of Fundação Atlantic, the pension fund for the largest Brazilian-owned telecom.

Three kids: a male at Stanford in a commercial management at a large shopping center group, and the younger—a gift—studying federalism and holding a part time job in a brokerage house—just like the father! Lovely wife, architect with whom, from time to time, I go to ski in Utah and visit Nhattan. Calif. All the warm.

Dave Gillespie, MBA, is married with three children and seven grandchildren and living in California. DAVE was 1978 as CFO of management of privately held manufacturing and investment companies. He came out of retirement to cofound Home Energy Corp., a company that sells alternative energy products for homes and small businesses. He is also an active church volunteer his time to family, fish, and go boating.

Nancy (Yudelson) Levellien, MBA, moved her law practice to 605 Market St. No. 505, San Francisco, 94105, in February. She writes, "If you have real estate or corporate legal issues, please call me at the Ballard Law Group, 415-395-9393 or my mobile napjballndLaw.com Group.

Jeffrey Vines, MBA, of Port Richmond, Calif, writes, "I continue with my three-plus-year career in corporate real estate. I was a managing director in San Francisco. I have two young children. Our daughter has a master's in education and teaches fourth grade in Berkeley. Our son is a PhD in clinical psychology and a post-doctoral fellow."

1977 Mosaic Ceaill Ltd. firm of Gordon Gregory, MBA, of Los Angeles, played host to April to more than 150 directors from 30 countries at the semi-annual meeting of IPA. London, front of our 25-acre Oakville vineyard in the middle of the Napa Valley. Our 2001 SD50 graduates living in Austria is driven at our hotel in January 2008 after 24 years at Standard & Poor's, where I've been managing director, front of corporate headquarters, headed of environmental, and head of European credit rating.

2003 Dave Dent, MBA, of Coldwater, Ind., writes, "I'm retired and breakfasting in the world we have not seen or spoken in 25 years. Thanks to the Alumni Network for providing a quick search of my classmates I have a bank in China, who know Cindy grew up in Tampa and later became Dr. Delia Ph.D in Europe?

Michele Piccell, MBA, writes, "Still in South Lake Tahoe but moving may be on the horizon soon. Both my children, son, and Tatsiana, are off to col- lege. Berkeley of course! Karl is in cooking, engineering, and Tatsiana is enjoying her courses of studies. I have been doing mortgage back for a few years now and also watching over my business. Career move in is progress."

1998 Jeffrey Hine, MBA, sends greetings from Beijing, where he is China representative for CSI Financial Consulting Group, a joint venture between Construction China and major leasing company providing the full range of services.

Michaela Rodina, MBA, writes, "I am a partner in a consulting firm in St. Loyne, Wisconsin, an on-a-consistent basis. Our technol- ogy is very close to being ready to use. We're working on the first long-term solution for the market in 2010. He also has a Ph.D. in history at the church. Pets too numerous to count, lewismh@gmail.com"

1981 Giovanni Dallara, MBA, has lived in 1988. He is head of corporate government at Pirelli and is an asset management firm with annual sales over $10 billion and corporate government. He writes, "I focus on corporate government in a team that integrates government with corporate, social and environmental, and media relations. I am also a member of the advisory committee for the Hase Socially Responsible Investment Fund, an investment fund run by Haas MBA students. Joined the board of trustees in January 2008 after 24 years at Standard & Poor's, where I've been managing director, front of corporate headquarters, headed of environmental, and head of European credit rating.

1983 Adam Weis, MBA, of Los Angeles, writes, "After selling my interest in my restaurant business, I scoured the capital markets for a suitable size investment that would bring about $1 billion at time of sale at the end of 2007." I took time off to travel and work on independent projects. Six months ago I founded Credit Online Ventures, which specializes in lending programs across a wide range of consumer and corporate related products, from credit cards to payday loans. My wife, Jennifer, and I continue to enjoy our time between our homes in New York and Los Angeles."
1992

Adrienne (Miotoyer) Eng, MBA, joined FERC International of Merlo Park, Calif., as a senior compensation consultant.

1990 | 20th MBA REUNION APRIL 23-25, 2010

Manoj Goel, MBA, of San Jose, Calif., was nominated and joined as charter member of the Indian Entrepreneur, the world's largest not-for-profit organization of entrepreneurs with 45 chapters in 10 countries. He was also elected as board member of the Heritage Fund of Indian Institute of Technology in Roorkee, India. He has been working in business development for mobility and collaboration and mobility work.

Murali Subbarao, MBA, of Saratoga, Calif., earned his MBA in 2009 from the Stanford University Graduate School of Business, where he concentrated in finance and money management. He is now a senior manager at the Electric Power Research Institute in Palo Alto, Calif. Current efforts are focused on facilitating the integration of renewable energy with the power grid. He is also working on research projects that focus on the financial and regulatory implications of carbon pricing. Art welcomes contact from those with these sharing this interest at arthatman@ymail.com.

Maggie Calabonico, MBA, of Palo Alto, Calif., writes, "It's been a busy year for me! I joined Sun Microsystems as a technical consultant, and am now working at Oracle Corporation as a business consultant. I have had the opportunity to work on several projects in the software industry, and have been involved in the development of several important tools and technologies. I am currently working on a project that involves developing a new software product that will be used by companies around the world. I am excited to see how this project will develop, and look forward to contributing to its success."
Spotlight Shines on Haas-Led Solar Company

BrightSource Energy, led by CEO John Woolard, MBA 97, and CFO Jack Jenkins-Stark, MBA 81, is being recognized as a powerhouse both locally and globally.

First, the company was named a winner of the Tech Pioneer Award by the World Economic Forum, the nonprofit group that organizes the annual forum in Davos, Switzerland. Then the San Francisco Business Times named Jenkins-Stark Bay Area CFO of the Year among venture-backed companies and gave BrightSource a Green Energy Award for excellence as a renewable energy company focused on the development of utility-scale solar projects.

The World Economic Forum recognized Oakland-based BrightSource, a big hitter for a young company, as a rising star in making solar cost competitive with fossil fuels. BrightSource was the only solar company among the 34 winners of the Tech Pioneer award. To qualify, companies must be involved in the development of life-changing technology innovations with the potential for longer-term impact on business and society.

BrightSource develops large-scale solar thermal energy plants. The company recently signed an agreement with PG&E that may be the world's largest solar energy deal — to build seven solar power plants generating enough electricity for 530,000 homes.

As a Tech Pioneer winner, Woolard had the opportunity to meet with some of the world's most influential environmental thinkers at the World Economic Forum’s Davos event earlier this year. He is excited to attend the Davos meetings next year as well.

In the meantime, he returned to his alma mater in May to inspire the graduating class of Berkeley MBA students with his solar vision.

Marcos Kulka Kupemar, MBA 01, Meets Prince

Marcos Kulka Kupemar (far left), MBA 01, general manager/CEO of Fundación Chile, met Prince Charles (far right) on the Prince’s visit to Eco Pellets, a company developed by Fundación.

During the visit, which grabbed headlines in virtually all of the major newspapers and magazines in Chile, the British royal was more than happy to talk with Kulka and more than a dozen other executives about how companies can partner with non-governmental organizations to fight climate change.

Eco Pellets is one of more than 78 companies that Fundación, a nonprofit business incubator, has helped create. On a tour of the company’s factory in Santiago, the Prince learned how the company produces energy from wood pellets. “To my surprise he went by each employee in the plant, asking them some specific questions related to their work,” Kulka says. “He was really empathic.”

A. Maria Dahl, MBA, moved to London in 2003 to work for Pfizer, a global pharmaceutical company. She was at first responsible for oncology in the corporate business development team and was in 2008 promoted to vice president, oncology portfolio management. She is married and has two boys: the younger is called Jörm, which means “bear” in Swedish. She writes, “Could I be more to my right than that?”

Carlos Soulette, MBA 01, and family in the production, preparation and trading of beef and pork in Chile for internal as well export markets. It is a big operation with 1,700 employees and vertically integrated from the nursery to the distribution. At home we are doing great. The kids, Carlos (12), Tomas (10), and Magdalena (6), are growing fast, and we are all planning to attend the 2011 reunion. Hope to see you all there!”
Annual Women in Leadership Dinner Goes Global

"We had a great Women in Leadership dinner in Shanghai," Sharon Yang, MBA ’99, wrote in her event notice. "Our conversation mostly centered around tough business realities and challenges women (expat women in particular) face in China. All of us felt someone we haven’t met before, and we all look forward to attending similar events in the future." That sentiment was shared by more than 300 Haas alumnae and friends who expanded the concept of the school’s annual Women in Leadership (WIL) dinner around the world on April 16, inspired by the highly successful event in Berkeley, Haas Alumni Network chapter boards in Hong Kong, Shanghai, Tokyo, Chicago, Seattle, Los Angeles, New York City, and the South Bay organized their own WIL dinners to network and forge new friendships.

Haas Community Connects at Reunion Weekend

The MBA Class of 2004 ushers in a lively family picnic, which kicked off the annual MBA Reunion Weekend in late April. Over 500 alumni participated in three jam-packed days of activities, including personalized career coaching classes, dinners, and a "Haas After Dark" party. "MBA Refresh" clinics with faculty and a keynote presentation by Twitter co-founder Biz Stone were the highlights of the All-Alumni Conference. Reunion photos and videos can be found at haas.berkeley.edu/alumni/reunion/2009.

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SF Celebration Explores Innovation and Culture

How does a company create innovation in the face of its culture? David Reimer (left), former chief marketing officer of Yahoo, and John Hanke (middle), MBA ’96, director of product management at Google Maps, Local, and Earth, answered that question in a talk with Dean Rich Lyman at the Seventh Annual Haas Celebration in San Francisco in March.

Worldwide Contacts

Catherine Kayshond, vice provost, academic planning and facilities; Denise Wee and Shweta Pindoria and Lili, at the Berkeley dinner

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Worldwide Contacts
Obituaries

Computer Simulation Expert Austin Hoggatt

Hoggatt was a professor at the Berkeley Electronic Research Center (Terrence D. Bresnahan, 1965-1981). He was also a popular teacher.

Hoggatt died of a heart attack on April 20, 2009.

Computer science expert Austin Hoggatt was born in 1950 and started his career at the Berkeley Electronic Research Center. He was also a popular teacher.

Hoggatt was a pioneer in computer science, with a focus on computer science and artificial intelligence.

In 1972, Hoggatt was invited to join Berkeley Professor John H. Hoggatt, currently President of the AI industry, and to help launch the interdisciplinary Center for Artificial Intelligence. He was also a member of the AI industry.

Hoggatt's work was recognized with the prestigious ACM Turing Award in 1995.

Transportation Expert Ernest Kieschnick

Kieschnick was a transportation expert and served as the transportation director for the University of California at Berkeley. He was also a popular teacher.

Kieschnick's research focused on transportation policy and the use of technology in transportation systems.

Kieschnick died of a heart attack at his home in San Francisco on April 3, 2009.


Roberts was born and raised in California, where he graduated from Stanford University. He began his career as a CPA at Coopers & Lybrand and later joined the financial services industry in California to work at the Walt Disney Co.

After several years in Santa Monica, Roberts moved to the Bay Area, where he earned an MBA from the Haas School of Business. While at Haas, he discovered his entrepreneurial side and began working at startups in San Francisco. He later founded and sold an Internet marketing company, GeRelevant, and helped turn around a struggling CD/DVD duplication service.

After discovering how to start companies, Roberts chatted his battle against the disease for family and friends. His story of his battle against cancer and the support he received from friends and family.

"To say Rich was an inspiration is quite the understatement. In his death, we gained a great mentor and a great friend," said Jerry Engel, executive director of the Center for Entrepreneurship and Innovation. "After Rich became ill, he gave a message to us all: to look to the future and to take advantage of the opportunities that lie ahead for us in our own lives."

Montross was an active state legislator and a leader in the Entrepreneurship and Innovation. He received a special award from the Lester Center at the Haas School in 2009 for his contribution to the field of entrepreneurship.

"Jerry was a true friend and a great mentor to me. He was a great friend to everyone in our lives."

Roberts' death was a great loss to the Haas School and its community.

The family requests that donations in Roberts' memory be made to any of the following organizations:

• A fund to benefit his daughter's education. Where possible, donations may be payable to Lucy Roberts Fund and sent to the Lucy Roberts Fund, 20130 Union St., Pleasant Hill, CA 94523.

• The Richard C. Roberts Scholarship, established at Roberts' high school alma mater in Massachusetts. Please make payable to Bishop Shag High School and note that your donation is for the Richard C. Roberts Scholarship. Contributions should be sent to Richard C. Roberts Scholarship, Bishop Strang Academy, 100 Bloom Road, North Dartmouth, MA 02747.

• The Melanoma Research Foundation, melanoma.org/memorialization.aspx.

In Memoriam

James Callaghan, BS 27, MBA 54 (EA)
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Sharr Menzin, BS 34
Robert Fischer, BS 36
Richard Freiberg, BS, JD 42
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Francesca Vernese, BS 85
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Viktor Vorosnov, BS 10

In Pictures

Catherine Zink

The Challenge of the Scholar

PhD

1971


1985

Sheilla Puffer, PhD, of Boston, Mass., spent part of the spring as a visiting professor at the Stockholm School of Economics.

Executive Development 2002

Kevin Haag, Executive Development, of San Diego, CA, writes, "I started a new company, Ulasco, to take your ideas and bring them to the market where they're needed in a cost-effective manner. We are making the field of transportation and logistics more efficient and profitable." Haag is also a member of several European-based research networks and has published extensively on the Islamic world systems design, collaborative management, and managing change. His latest article is "Clinical Inquiry and Reflective Design in a Secrecy-Based Organization," published in a special issue of the Journal of Applied Behavioral Science.

Submit your cover art online at http://submit.ubalt.edu/AlumniNotes

MBA

2007

Swaroop Valla, MBA, spent the past two years developing and pricing new applications for the services and data products in the securities trading firm at Morgan Stanley. He is in the midst of making a switch into Morgan Stanley's equity and economic real estate strategy group covering commercial real estate and retail sectors. He writes, "It has been an immensely interesting learning experience covering a sector that has been at the center of the current financial storm."
Building a Career in Microfinance

By Anjali Banthia, BS 03

I’ll never forget Ansha and Shahnaz, two entrepreneurs I met on a very hot, long day in Lahore, Pakistan. I was researching Aima, a 34-year-old mother of seven, while researching the barriers to women’s micro-enterprises as part of a research project for the Asian Women’s Micro-Enterprise Development Network. When Aima walked into our cramped, humid interview room, she picked up a small yellow and white cloth and laughing told me about her 10 grandchildren, four of whom were twins. I was so impressed with her energy and passion for her business that I decided to follow her lead and ask her about her business. She was more than happy to share her story with me. She told me about how she started her own business when her husband died and how she used the money she made to support her family. She also told me about her plans for the future and how she hopes to expand her business with the help of microfinance institutions.

Aima’s story is just one of many that I’ve heard during my time in Pakistan. I’ve met many women who have started their own businesses and are now relying on microfinance institutions to help them succeed.

A New Frontier in Microfinance

Most commonly, microfinance institutions provide small loans to micro-entrepreneurs, usually women. Yet the development of a full suite of financial products customized to the varied needs of the poor represents an exciting frontier in microfinance. Promising innovations include affordable health and life insurance policies, mobile banking, and personalized financial advice.

As I look back over the past six years since graduating from Haas, I cannot overemphasize how much Berkeley has influenced my career and my life.

After graduate school at the London School of Economics, I decided to pursue a career in microfinance because it allows me to improve the lives of others by using both the skills and knowledge I gained at Haas in such diverse fields as marketing and finance. I also like the fact that microfinance is not a charity response to poverty. Rather, it’s a business response that aims to empower poor entrepreneurs to develop and grow their own businesses while also providing the lending institution with returns for its investments.

Empowering Teens in Mongolia

One especially memorable recent assignment took me to Mongolia, where I worked on developing a savings and financial literacy program for low-income teenage girls. The aim of the program is to empower girls to learn how to manage their money at a young age, to help them develop financial skills, and to provide them with a sense of independence.

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For the poor, housing loans, and advances in technology such as mobile phone banking to expand access to microfinance into rural and remote regions.

Since graduating from the Haas School of Business, I have been focused on developing and managing innovative products, initially in the household goods industry at the Clorox Company, and now in the microfinance industry at Women’s World Banking, where I work as a strategy consultant. My two years at Clorox taught me the importance of building a strong understanding of consumer behavior, and convinced me that well-designed products do have the power to solve real problems in people’s lives.

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