CalBusiness
Haas School of Business
University of California, Berkeley
545 Student Services #1900
Berkeley, CA 94720–1900

Nonprofit Organization
US Postage
PAID
Admail West

center for
UC Berkeley
executive education

Your portal to innovative executive education programs at Cal

Exchange ideas, network with peers, and learn from leading-edge thinkers



Berkeley Executive Leadership Program

Berkeley Financial Engineering Series

BioExecutive Institute



CIMA® Certified Investment Management Analyst

Corporate Directors Enterprise

Corporate Responsibility



Executive Wealth Management

Financial Analysis for Non-Financial Executives

Leader As Brand Ambassador



Negotiations: The Art of Working with People

Open Innovation and Corporate Entrepreneurship

Product Management Program



Strategic Decision Making

Venture Capital Executive Program

Women's Executive Leadership Retreat

Visit our website for custom and open enrollment offerings

Visit: **executive.berkeley.edu**

Email: **executive@berkeley.edu**

Call Toll-free: **877 UCB EXEC (822 3932)**

University of California
Berkeley
Haas School of Business

Summer 2009

Prof. Cameron Anderson: Leadership Does Not Necessarily Equate With Competence

CalBusiness

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

Setting A New Direction

Dean Rich Lyons on the Haas School's distinctive approach to developing leaders

Prof. Katz to Build Bridges with Businesses

MBA Class Tests Carbon Trading



INVEST IN THE Haas Annual Fund

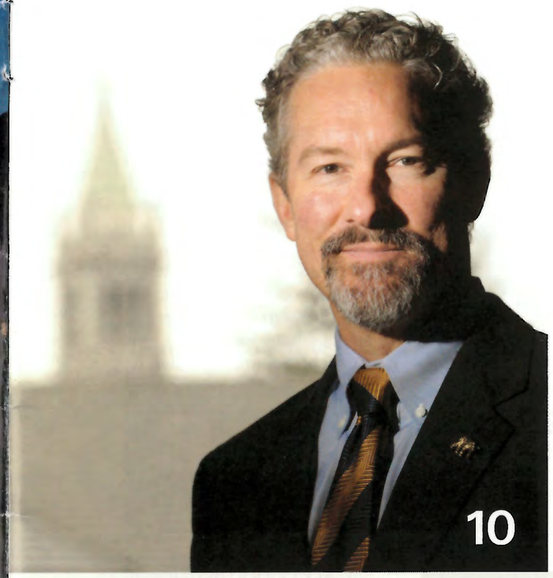
YOUR INVESTMENT IN THE HAAS ANNUAL FUND HELPS:

- 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.

Visit haas.berkeley.edu/givenow

CalBusiness **Summer 2009**

Contents



Features

10 On the Cover:
Setting A New Direction
Dean Rich Lyons talks about the Haas School's distinctive approach to leadership

14 **Your Haas Network**
Profiles of Three Haas School Alumni
Greg Greeley, MBA 98, Amazon Europe
Nancy Milby, BS 82, Laguna Culinary Arts
Elena Perazzi, MFE 04, Goldman Sachs

16 **Your Haas Network in Asia**
Profiles of Three Haas School Alumni in China
Christopher Zobrist, BS 02, Zobrist International
Mike Golden, MBA 02, Adsmith
Jay Atkinson, MBA 03, Gerrity International

Departments

2 In Brief
Katz to Build Bridges with Businesses
Shapiro Takes DC Antitrust Role
MBA Class Tests Carbon Trading

7 Innovation Wizards
Leslie Little, MBA 94, Paris Icons
Doreen Bloch, BS 10, *Bare* Magazine
Trevor Traina, MBA 96, DriverSide.com
Kurt Huffman, MBA 08, Ping
Nancy Pollard, MBA 84, Impac Funding Corp.

8 Power of Ideas

18 Connected@Haas

19 Alumni Notes

30 Haas Alumni Network Worldwide Events

34 In Memoriam

36 Personal View
Building a Career in Microfinance
Anjali Banthia, BS 03



8 Prof. Cameron Anderson: Leadership Does Not Necessarily Equate With Competence

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

Summer 2009

Senior Editor
Richard Kurovsky

Editor
Ute S. Frey

Managing Editor
Ronna Kelly, BS 92

Staff Writers
Valerie Gilbert
Pamela Tom

Contributing Writers
Bill Brazell, Laura Counts, Kim Girard, Jennie Lay, Stacie Stukin, K.C. Swanson

Design
Cuttriss & Hambleton, Berkeley

Printer
Fong & Fong, Sacramento

Photography
Jim Block, Bruce Cook, Paul Goh, Fred Mertz, Chris Quek, David Schmitz, Matthew Septimus, Greg Urquiaga, Scott Wagers, Charlie Xia

CalBusiness is published by the Haas School of Business, University of California, Berkeley. For further information, contact:
CalBusiness Editor
Haas School of Business
University of California
Berkeley, CA 94720-1900
510-643-0259
rkelly@haas.berkeley.edu

CalBusiness Summer 2009, Number 70. CalBusiness is published three times a year (fall, winter, and spring/summer) by the Haas School of Business, University of California, Berkeley, CA 94720-1900.

POSTMASTER: Send address changes to *CalBusiness*, Haas School of Business, University of California, 545 Student Services #1900, Berkeley, CA 94720-1900.

©2008 Regents of the University of California. All rights reserved.

Printed in the USA.

Printed on recycled paper.

University of California
Berkeley
Haas School of Business

In Brief

News from the Haas School



Katz Aims to Build More Bridges With Businesses at Institute

As director of the Institute of Business Innovation, Prof. Michael Katz will focus on expanding connections among faculty, students, and the private sector.

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 Berkeley'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 "cross-sell" programs.

In addition, Katz sees a huge opportunity to duplicate the success of the Management of Technology program through more collaboration with life sciences departments on campus and the Bay Area's large biotech industry.

Katz, a member of the Haas faculty since 1987, had been on leave to teach at NYU's Stern School of Business for the past two years. He is an expert in network economics and antitrust and regulatory policy. CB

Shapiro Takes DC Antitrust Role



Prof. Carl Shapiro

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. CB

Cal Economists in DC

Carl Shapiro
Chief Economist
Antitrust Division
Department of Justice

Christina Romer
Chair, Council of
Economic Advisers

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

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



Firms Tap Haas@Work for New Ideas

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

"To create something millions of people could possibly use was just a fantastic experience," says Khadakia. With a job in enterprise software, Khadakia had never previously worked in the consumer electronics industry.

Khadakia 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 – Clorox, 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 Clorox 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." CB

Haas@Work Clients

Haas@Work, the school's applied innovation program, is attracting a wide variety of clients.

Lam Research · Disney · VISA · Panasonic · Clorox · SUNPOWER · Wells Fargo · Cisco

Banks Honored for "Exempt" Analysis



Senior Lecturer Cristina Banks

Senior Lecturer Cristina Banks was recently selected to receive an Innovative Practice Award Presidential Citation from the American Psychological Association for her work in the application of psychology in consulting.

Banks was recognized for her work in determining whether jobs are properly classified as "exempt" from overtime pay. In 1997, she created a new methodology to determine proper job classifications. Over the last 12 years, she has performed more than 100 studies applying this methodology to the workplace to help mediate and resolve wage and hour lawsuits.

This new application of job analysis has resulted in millions of dollars of savings to employers as well as millions of dollars of compensation to employees who were inappropriately classified as "exempt," Banks says. CB

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 $59,285. 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 $10,545 from 60 percent of graduating seniors. That's up from 48 percent participation by the class of 2008, which raised $8,700. CB



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 finance skills – and confidence – that can provide a leg up in job interviews, which is especially crucial this year given the weak economy. Here instructor **Billy Chu** helps **Anthony Ma** and **Jason Wang**, both BS 09, with their Excel model.

In Brief



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 should come as no surprise that when studies ended in December for the Berkeley-Columbia Executive MBA Program's class of 2009, the group devised the ultimate class reunion: Hawaii'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 Krtyzer, 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 Tachner, Caroline Lee, Patrick Dempsey, Kirsten Luehrs, John Davenport, Alex Thatcher, Damon Krytzer, and Sean Casey. Other graduates not pictured who competed in Hawaii are Hoby Darling, Rob Fyfe, John Collins, and Rae Richman, and Mona Patel, the only participant from the class of 2010.

Tetlock Named Academy Fellow

Haas School Professor Philip Tetlock will be named to the 2009 class of fellows of the American Academy of Arts and Sciences at a ceremony in October.



Prof. Philip Tetlock

Tetlock will join one of the nation's most prestigious honorary societies and its center for independent policy research. Fellows are elected to the academy by current members.

Tetlock is the author of the book *Expert Political Judgment: How Good Is It? How Can We Know?* In the book, he documents the results of a 20-year study of 27,000 predictions by 284 political experts, finding that a great many political forecasts turned out to be inaccurate. Tetlock is a member of the Haas School's Organizational Behavior and Industrial Relations Group. CB

Sloan Awarded Top Accounting Honor

The American Accounting Association has selected Professor Richard Sloan to receive its most prestigious annual award, the Notable Contributions to Accounting Literature Award, for his 2005 paper examining accruals, earnings, and stock prices.

The paper, titled "Accrual reliability, earnings persistence and stock prices," was published in the *Journal of Accounting and Economics*.

Co-authored with two former PhD students of Sloan's at the University of Michigan, the paper showed that firms whose earnings are boosted by accounting estimates reported future earnings declines and suffered corresponding stock price declines. The results suggest that the stock market is temporarily fooled by aggressive accounting practices and that there are significant costs associated with incorporating less reliable accrual information in financial statements.



Prof. Richard Sloan

Accruals represent accountants' estimates of future benefits on a company's balance sheet, including receivables, inventory, and investments.

Sloan says the measures developed in the paper are now widely used by investors to avoid investing in firms with unreliable books, and consequently temporarily inflated earnings and stock prices. CB

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.

The ground-breaking article focused on the effect of firms' marketing activities at the individual consumer level and ultimately changed the way marketers view data and consumer choice.

Before the paper's revelations, marketers mostly relied on scanner data and statistics to measure consumer purchase decisions to plan their strategies. But in a study of scanner data on yogurt and ketchup purchases, Villas-Boas demonstrated that a firm's endogenous, or internal, strategic decisions cannot be ignored.



Prof. J. Miguel Villas-Boas

Villas-Boas determined that by incorporating the economics that reflect the *interaction* between consumers and companies' strategic marketing decisions, marketers can be more effective. The study showed that one cannot accurately assess market response without considering behavior both internally within an organization and externally in the realm of consumer choices. CB

10 Years Later: Social Venture Competition is World's Largest

California schoolchildren are munching healthier lunches, artisans in developing countries are receiving fair wages, and troubled students are using software to improve their behavior – all thanks to businesses that have competed in the Global Social Venture Competition in the past 10 years.

Founded by Berkeley MBA students in 1999, the Global Social Venture Competition (GSVC) has become the world's largest student-led competition, drawing a record 317 teams this year. The 10th annual competition culminated with the global finals April 24 at the Haas School, followed by a daylong GSVC Symposium on Social Entrepreneurship in San Francisco.

The winner of this year's competition was EcoFaeBrick, a team from Prasetiya Mulya Business School in Indonesia that makes high-quality bricks from abundantly available cow dung — instead of depleting scarce firewood and clay. Teams from 23 countries participated in the preliminary rounds.

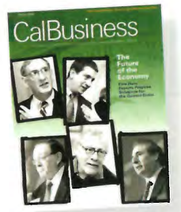
The competition was founded by Berkeley MBA students Lia Fernald, Alison Lingane, and Denise Yamamoto, all MBA 00; and Nik Haas-Dehejia and Sara Olsen, both MBA 01. The event went global in 2003, when the London Business School joined. Since then, competition partners have grown to include schools in India, Thailand, and Europe.

Past Haas School winners include World of Good, founded by **Priya Haji and Siddharth Sanghvi, both MBA 03**, which recently built an online marketplace called worldofgood.ebay.com with eBay for products often made from recycled, reclaimed, or sustainable materials.

Another GSVC winner, Revolution Foods, founded by **Kristin Groos Richmond and Kirsten Saenz Tobey, both MBA 06**, was a finalist in *BusinessWeek's* "America's Most Promising Social Entrepreneurs" contest and profiled in Forbes. The company provides more than 1,000 healthy meals to low-income school kids every day.



Co-founders of the Global Social Venture Competition met up with 2009 co-chairs Julia Sanders and Eric Kuhn, both MBA 10, at the tenth anniversary of the annual event. Pictured here (left to right) are co-founders Alison Lingane and Denise Yamamoto, both MBA 10; Sanders; Kuhn; and co-founders Sara Olsen and Nik Haas-Dehejia, both MBA 01. Lia Fernald (not pictured), MBA 00, also helped start the competition ten years ago.



Letters to the Editor

In regard to "The Future of the Economy" (Winter 2009) and its five contributors, I hope that Haas is not part of a problem that has been the bane of many developing countries: "too many brilliant economists."

Bob Grow, BS 68
Sacramento, 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 Rosen, 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 a deluge. Our US Constitution advocates minimum government intervention, individual rights, state rights, and the separation of powers of the branches. So our president is giving edicts to Congress to so identify "pork" in their spending bills. The Judicial may be next.

Thomas Brent, MBA 80
Foresthill, Calif.

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

In Brief

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

Policy makers hashing out "cap-and-trade" systems to cut carbon emissions might gain some insight from this spring's Energy and Environmental Markets class.

Berkeley MBA students competed in a carbon-trading simulation that suggested such regulations would get off to a rocky start. Given the chance, students quickly found ways to manipulate the market, as the instructors expected.

"The idea was to demonstrate how far real markets can diverge from predictions, especially when the market intersects with policy instruments," explains Lecturer James Bushnell, who co-taught the course with Associate Professor Catherine Wolfram and developed the game with Professor Severin Borenstein.

"Cap-and-trade" is a strategy to limit greenhouse gases through market forces. Polluters who cut emissions can sell or trade excess carbon permits to dirtier producers. President Obama is pushing 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.

Then 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 plays. 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 standoff.

Another team took self-serving action to prevent a permit glut – as happened in Europe, where prices dropped to nearly zero.

"We figured if 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."



Evening and weekend students Eoin Doherty, Roli Gupta, and Ilya Klets, all MBA 10, take part in a lively auction for electricity generation portfolios in the school's Energy and Environmental Markets class.



Rachel Senko, Weston Presidio; Doris Lin, Accel-KKR; and Phyllis Liu, Norwest Venture Partners, all BS 05, catch up at the Berkeley Private Equity Network mixer.

Cal Private Equity Network Ramps Up

Recognizing that relationships are a big part of the private equity world, **Tom Beerle, MBA 09**, and **Jens Dueing, MBA 08**, decided a year ago that Cal needed a better way to tap into that network.

So Beerle, who works at Bertram Capital, and Dueing, 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 members together at its second mixer at Gordon Biersch in San Francisco in March.

Co-chairs Beerle and **Tim Heston, MBA 09**, who also works at Bertram Capital, helped organize a private equity speaker series in the fall and a Sunday course on private equity taught by Swander Pace Capital Partner Mark Poff. In addition to publishing a quarterly newsletter, they are developing a membership list that currently has over 350 alumni working in private equity. To learn more about this Haas affiliated group, go to the newly upgraded Haas@Cal online community (haas.berkeley.edu/haasatcal) or visit their website at berkeleypenetwork.org.

Innovation Wizards

CalBusiness is introducing a new section, *Innovation Wizards*, to spotlight Haas School alumni and students who are putting fresh ideas to work, whether it's in the form of an exciting new business venture, a breakthrough new product, or novel business model.

An Eye Into the Soul of Paris

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

After six surgeries to treat 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 2008 release, *Paris Icons* has won three national book awards. Its photographs will appear in the Mumm Napa Valley Gallery in summer 2010, next to none other than Ansel Adams. The book is available at iconimages.us.



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 Bloch, BS 10,** has proven that Prada doesn't have to stand out at a political rally.

Bloch 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 web-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, Bloch doesn't see herself as the next Tina Brown. She's already passed along her 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 car 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 March.

DriverSide users can email tricky questions to certified mechanics, determine what standard repairs should cost in their area, and find a mechanic from a directory 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 all that.

The Best Pork Chop in Portland

Kurt Huffman, MBA 08, was known for organizing lots of events while at Haas. So it should be no surprise that he successfully lured 56 classmates from around the country and even London to a new restaurant that he helped open in Portland, Ore., on Feb. 18.

Huffman 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 Dunnington,** and **Mike Pearce, all MBA 08.** ChefStable invests in and helps develop new restaurants.

Ping, which means grill in Thai, specializes in Southeast Asian pub food. Huffman's favorite dish? Ju pa bao, a pork chop sandwich served on a soft roll. "We brine the pork," Huffman explains. "It's this dish from Macau that is absolutely mind-blowing."

Nailing Down Foreclosure Fixes

Nancy Pollard, MBA 84, believes she has found a new, more consumer-friendly fix to the real estate crisis. Pollard is executive vice president of Impac Funding Corp., a mortgage-backed securities issuer, which found itself stuck with a large portfolio of home mortgages when the real estate market blew up.

Rather than taking large losses on foreclosures, Pollard has helped devise a new way to modify loans that she believes is the most advantageous to homeowners today. It's called a SAM, or shared appreciation mortgage. Impac completed its first SAM in May.

It works like this: Say a homeowner owes $500,000 on his mortgage. But the home's value sinks to $200,000 and the homeowner can't afford his loan payments. Instead of foreclosing and losing more than $300,000, Impac drops the principal balance to $300,000 – after determining that's the most the homeowner can afford – and creates a SAM out of the $200,000 balance.

If the homeowner keeps the house a long time and sells it for $1 million, Impac gets back its $200,000 from the SAM plus 5 percent for each year it held the SAM. If the house sells for only $400,000, Impac splits 50-50 the $100,000 above the $300,000 first mortgage.

The 5 percent cap on Impac's gains is uniquely consumer-friendly, but Impac still enjoys the potential to recover its loss, Pollard says. Equally important, consumers keep their homes.



Power of Ideas

By Pamela Tom

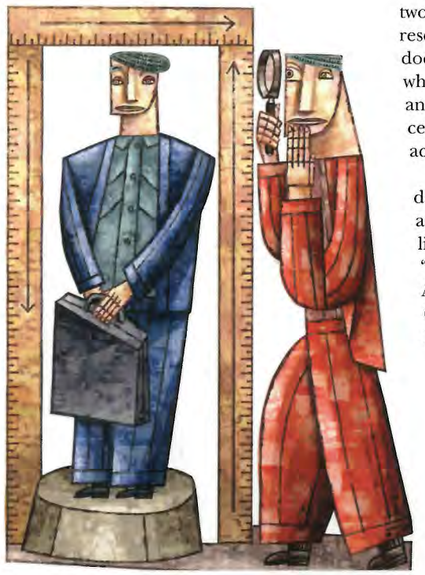
All Swagger, No Substance

Prof. Cameron Anderson finds leadership does not necessarily equate with competence



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 Attain 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 pretender" 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 general intelligence, dependability, and self-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 anointed leaders were indeed more competent? A second experiment left no debate.

In round two, Anderson and Kilduff asked teams of students to solve computational problems taken from the Graduate Management Aptitude Test (GMAT). Participants reported their previous Scholastic Aptitude Test (SAT) math scores to the co-researchers 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 leaders of the group. It didn't matter if the chosen leaders 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 attain influence by acting 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 judging 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 haas.berkeley.edu/videos/research.html.

Quality Tops Quantity in Social Networking

Prof. Zsolt Katona shows that influence declines as online contacts increase.



Taylor has 483 Facebook friends. Cameron has 832 LinkedIn connections. And Paige boasts 1,000 Twitter followers. Are these three online devotees more popular than the average social networker? Not necessarily, according to Assistant Marketing Professor Zsolt Katona.

Katona and a team of researchers recently found that as the number of one's online contacts increases, the average influential power of that individual decreases. Their results challenge the approach taken by many marketers who target people with the most online connections.

In their paper, "Network Effects and Personal Influences: Diffusion of an Online Social Network," Katona and co-authors Miklos Sarvary, a marketing professor at INSEAD in France, and Peter Pal Zubcsek, an INSEAD PhD candidate, study influence in a major social network in Europe from its debut in 2003 until 2006.

Katona and his co-researchers analyzed how many members joined the same online social network over time, looking at the first 138,964 users. The intent was to study the site before it was advertised or received much media exposure. Consequently, membership grew entirely by word-of-mouth, with members telling friends about the site.

The study defined influence by how quickly a person got someone else to sign up as a new friend.

On average, the study found that a person with more friends has less influence. Katona says although the study could not determine the intensity of communication between members, members have limited time and therefore, as the number of friends increases, one has less time for each friend.

Of course, being able to identify the "influential" customers is a marketer's dream. Katona found that influence is driven by a "clustering" effect in online social networks. He defined a cluster as a network of friends who actually know each other as opposed to a group who may have friends in common but do not know each other. The more friends know each other, the denser the cluster.

Katona found that the strength of relationships between a member's friends – the density of that member's cluster – correlates with the influential power of that member. In other words, influence is all about the relationship among one's friends – not just the number of friends an individual has.

"This finding is important as it shows that beyond sheer network size, strong communities are more relevant for word-of-mouth influence," says Katona, who noted a few implications for firms. "If a firm wants to introduce a new product or service, the best way to market it is to target influential customers. These customers might influence other's preferences and tastes, and thus, by learning about them, the firm can design a better product."

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 *Health Affairs* that evaluated the nation's largest pay-for-performance program – a statewide program launched by the California Integrated Healthcare Association in 2003. 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 initiatives," 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 Cruz.

Between 2003 and 2007, the participating health plans paid $203 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.

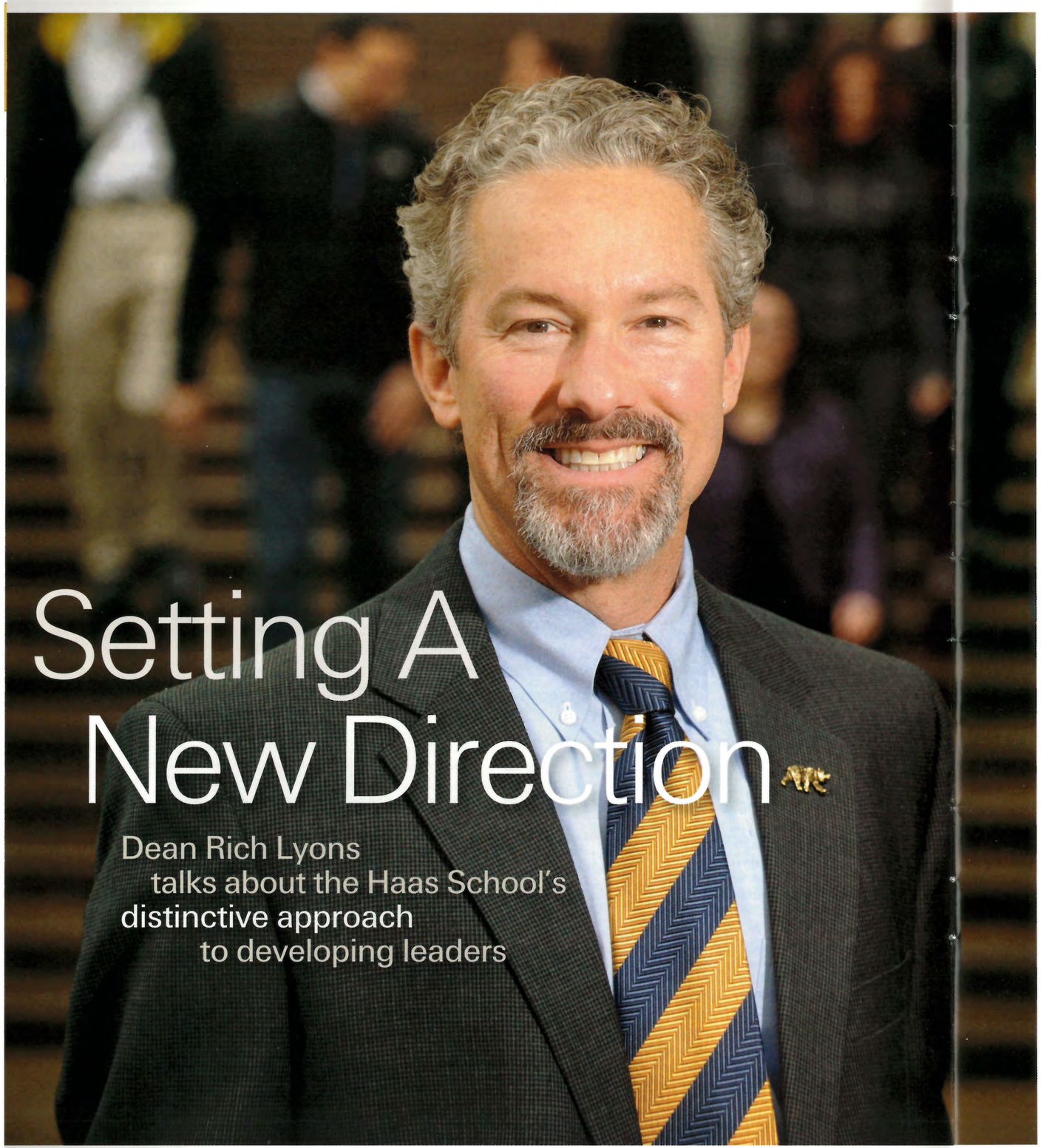
But most of the medical groups suggested that the program's financial incentives – generally about $1,500 to $2,000 annually per physician – were too small to stimulate significant change.

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, "P4P is an appendage, not a new way of doing business or managing care."



Managing in a Downturn

See Professor Jennifer Chatman talk about effective management during challenging times at haas.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. And if we do it well, we can redefine the competition among our peers.

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.

> "Great **leadership** starts with strong **values** ... and the ability to **innovate.**"
>
> –Dean Rich Lyons

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.

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 shore up Haas this year as 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 vintage Berkeley: that is, great leadership starts with strong values, such as questioning the status quo and leading without attitude, and the ability to innovate. While we already attract students, faculty, and staff who subscribe to these ideas, we want to take it to the next level.

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 totality of experiences that make up an education at Berkeley-Haas, including non-classroom, experiential opportunities.

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 strategic leadership, operational leadership, and people leadership. Second, we are redesigning and moving our course in Leading People to the first term so that students have a bigger picture, frame-setting opening to the program. Third, we are putting greater emphasis on topics such as managing flat organizations, leading through influence rather than authority, and setting cultures of innovation — all of which define the Berkeley-Haas approach. We are also launching a new suite of leadership development experiences as part of a new approach to our non-credit curriculum. We think these opportunities really matter and flesh out what students learn in the classroom.

And we are developing a finishing component to the core MBA curriculum — a structured process for actually delivering innovation in firms. We envision as models already-existing programs such as our wildly successful applied innovation program *Haas@Work*, in which students recommend and then implement innovations within client companies. There's also the *Cleantech to Market* program we developed with the Lawrence Berkeley Lab to commercialize ideas invented by scientists working in the alternative energy area. We will take the best of our experiential learning programs and scale them to make them available to all students. This culminating project will be deeply differentiating and not easily matched by any other top school.

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, usefully different, and this 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 encourage 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 stock and examine whether or how they contributed to the crisis. In our own case, I think we have been building a culture of leading responsibly — and of course we should do more. Our culture embraces a strong ethical framework and socially responsible business. And it goes beyond that: Take our value of not accepting the status quo. I would hope that a Berkeley-Haas graduate would feel compelled to speak out when things don't look and sound right on the job, even if it's always been done that way or everyone else is doing it.

Clearly we can't guarantee that everyone from our school will behave with high standards in every case. But selecting people who resonate with our values and culture in the first place, and then emphasizing these ideas everyday when they are here will help produce grads with a strong moral compass.

Dean Lyons Unplugged



Builder: Dean Rich Lyons swings the first sledgehammer May 26 to begin construction on the new Koret high-tech classroom, the first of many renovations planned at Haas as part of the school's strategic plan and $300 million capital campaign.



Music man: Lyons performs his own rendition of the '60s Buffalo Springfield song that begins, "Something happening here, what it is isn't exactly clear," in the MBA Talent Show.



Family man: Lyons with wife, Jen, MBA 96, and their children, Jake and Nicole.

Dean Rich Lyons on the Web

Watch excerpts of an interview with Dean Rich Lyons at **www2.haas.berkeley.edu/Videos/calbus_lyons.aspx.**

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

A | Goldman Sachs has always had a widely admired people leadership development program — how you get results through others, how you delegate, how you have difficult conversations, how you motivate your people, etc. But the firm was interested in thinking about other aspects of leadership, such as how leaders drive growth, for example, which has to do with factors such as direction-setting 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 behavior, 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 does this fundraising effort connect 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 innovation. The campaign has three goals. First is building the leader's curriculum, as I described, which will differentiate us from other 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 size of the faculty 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 buildings to meet new needs because of enrollment growth and new ways of learning. We also need a new facility for our rapidly expanding executive education division. Teaching executives extends our Berkeley-Haas leadership brand into the business world, and it provides solid revenues to help keep us financially self sufficient.

Three Campaign Goals for Haas



1 Transform the Haas Campus Create a campus that supports the demands of business education of the future and encourages collaborative culture, including a dynamic outdoor meeting space and café and state-of-the-art classrooms. Make space for more faculty and create a dedicated executive education facility.



2 Build the Leader's Curriculum Upgrade the MBA core curriculum to reflect the leadership values of Haas. Build deeply differentiating experiential learning opportunities. Expand international offerings, including an MBA international credential. Strengthen the quality of teaching.



3 Realize our Intellectual Vision Add new faculty and faculty chairs. Support faculty research and activities. Reorganize and provide more funding for centers and institutes.

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

A | Clearly last year was not great timing to launch 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 seeing almost the same 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 of furloughed 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 Berkeley.

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 basic 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 deanship with raising a family?***

A | I try to carve out every part of the weekend that I possibly can to be with my 9-year-old son, Jake, my 6-year-old daughter, Nicole, and my wife, Jen (MBA 96). During the week, I'm good for two evenings 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 them to school in the morning.

Q | ***You are probably the only dean of a top business school who wears an earring. What is the story behind it?***

A | Ahh, that. I started wearing the earring shortly after I joined the Berkeley faculty. You see how fast this place gets to people? Actually, one 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.

Your Haas Network

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. "These 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 environment.

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 erupted 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 reading 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 85, CFO of Gap Inc., in the Winter 2009 issue misstated her title at Levi Strauss & Co. The article should have said she was assistant treasurer at Levi Strauss, not treasurer.



Nancy Milby, BS 82

Founder and Executive Director Laguna Culinary Arts, Laguna, Calif.

Nancy Milby, BS 82, is sitting 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.

After 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."

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 trade a physics lab in Italy for a job in investment banking five years ago.

But while "quants" 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 supergravity. 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, that's also in 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.

Weighting, 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."



Your Haas Network in Asia



Christopher Zobrist, BS 02

Founder, Zobrist International
Vietnam

Christopher Zobrist's relationship with Vietnam has grown from tourist to permanent resident to social entrepreneur on the verge of helping to rescue the fast-developing nation from rampant lead poisoning.

Zobrist, BS 02, is brokering a deal for Vietnam's first lead battery recycling plant to break ground next year. He tuned in to this serious environmental need in between managing the international arm of his family's IT consulting firm, Zobrist International, and teaching entrepreneurship in the Saigon South campus of the Royal Melbourne Institute of Technology.

"I thought it was a very compelling story," Zobrist says of the battery recycling venture, noting that 90 percent of US batteries use recycled lead. "There's nothing groundbreaking, yet there's absolute need in Vietnam to have this."

Vietnam, a nation overrun by motorbikes but lacking an indigenous source of refined lead, currently has no modern lead recycling capacity. Instead, battery recycling means melting down used batteries in conventional ovens. This poses a danger to surrounding communities because the smelt lead rises into the air and then settles onto the ground and into the water table.

Using a "very old technology" but "very profitable business model," Zobrist has attracted investors that include the largest domestic battery manufacturer in Vietnam.

"There are so many opportunities to get things started if you can find the right people to work with," he says. "With local partners especially, you can really start something big." He gives a lot of the credit for the success of the battery recycling factory venture to his partner, Linh Pham, a Vietnamese national who studied abroad and returned to Vietnam to pursue the venture.

Entrepreneurship took root during Zobrist's Berkeley years. Sensing leadership development was underemphasized for undergrads, he started a student-initiated course called Leadership and Organizational Dynamics. He taught two semesters then passed the torch to his teaching assistants. It's been taught continuously since 2001.

Zobrist, who is half-Vietnamese, first visited Vietnam in 2005 to explore his roots. His mother grew up in what was once Saigon and came to the US to study at USC. She went on to build a career as an IBM executive before starting boutique IT consulting firm Zobrist Consulting Group in Los Angeles with her son.

Zobrist, 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 Haas Alumni Network.

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

Meet More Alumni in Asia Online

To read about these Haas alumni in Asia, visit tinyurl.com/calbus-asiaextra:

Matt Sinder, MBA 99
Senior VP,
Business Development
Para Group, Indonesia

Patrick Lui, MBA 96
Entrepreneur, Shanghai

Richard Tseng, MBA 80
CEO, Emsoft, Hong Kong



Mike Golden, MBA 02

Founder, Adsmith China
Shanghai

Facing a weak US job market when he graduated from Haas, Mike Golden, MBA 02, decided to try his luck in Shanghai.

Since then, he has successfully built a China-based public relations firm, Adsmith China, from an initial crew of four to a staff of 20.

Golden, who spent more than four years working in software marketing in Japan before business school, devoted his first year in China to studying Mandarin and investigating business opportunities.

After deciding he wanted to found a marketing communications company, he also invested lots of time looking for the right Chinese partner. The time was well spent: Golden says the woman with whom he eventually teamed up has proved an invaluable aid in handling the operations side of the business, where an understanding of local culture is essential.

Those cultural differences are especially apparent in human resources. The marketing industry in China suffers from notoriously high turnover, and Golden, like many foreign managers, was initially taken aback by job-hopping among local staff. "In Shanghai, people will quit with no notice. They'll just send you a text message and not show up any more," Golden says. "That was a huge surprise."

To improve retention, he's focused on developing a creative working environment and expanding employee training programs.

Adsmith now claims a diverse client list, ranging from French bank BNP Paribas to the Peruvian tourism board to Adobe Systems. Currently, about half of Adsmith's clients are foreign and half are local Chinese companies.

"One of the fun things about China is that people will hire you even though you don't have an industry background," explains Golden.

In some aspects, PR in China does differ from the US. Media outlets have a vast reach; local newspapers often claim circulations of 1 million to 2 million. Reporting ethics are loose by Western standards, with journalists occasionally trying to solicit kickbacks in exchange for writing favorable articles. "We don't do that game," says Golden.

Still, he says, the marketing fundamentals he learned at Haas apply in China. "Having really good content or ads targeted to the right people with a compelling message works just as well in China as anywhere else," Golden says.

Jay Atkinson, MBA 03

Vice President, Investment Management
Gerrity International, Hong Kong

Jay Atkinson, MBA 03, spent his early career focused on the US real estate market and never had a "grand plan" to end up on the other side of the globe.

But through a combination of Berkeley connections and sheer serendipity, Atkinson wound up in China, where he manages the development of shopping centers for Gerrity International. And he says his job couldn't be any better. "What's fascinating about this is you're not only building a company, but an industry because the industry itself is in such a nascent stage," Atkinson says.

Atkinson's path to Chinese real estate began in San Diego, where he landed a summer job working for William Gerrity, an adviser to the school's Fisher Center for Real Estate and Urban Economics. That summer job became a full-time position.

Then, in 2006, Gerrity's company was invited to consult for Morgan Stanley Real Estate Funds on retail property investments in China. After just one trip to the mainland, Atkinson was hooked.

"The depth of change in China is remarkable, like nowhere else I've seen in the world," says Atkinson, who has traveled extensively. "In the eastern third of the country and all the major cities, you see cranes, new housing projects, new roads, airports, subways. The level of infrastructure is really significant."

Atkinson, of course, is involved with some of that construction himself. Gerrity develops three- to four-story shopping malls anchored around hypermarkets – combination supermarkets and department stores – in China's fast-growing smaller cities.

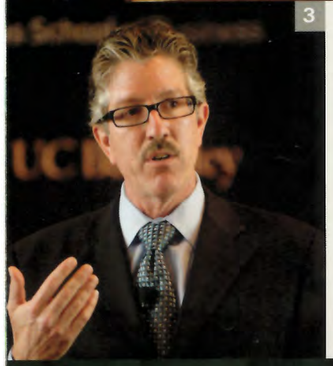
Despite his past real estate and investment banking experience, no amount of training in the US could fully prepare Atkinson for the complexities of a developing market. He half-jokingly credits his experience in endurance sports, including Ironman triathlons, with helping him develop the necessary persistence. "You need incredible energy and endurance, because nothing is easy."

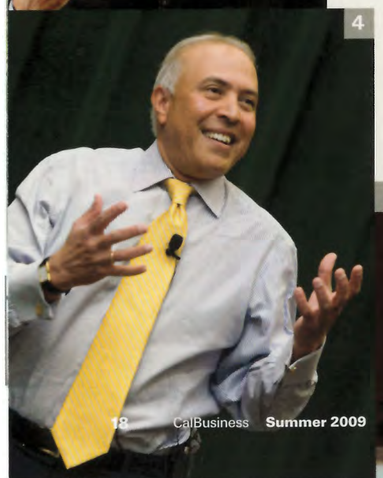


Connected @ Haas

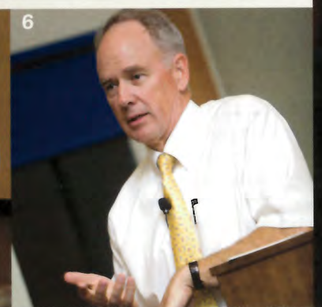




















The Dean's Speaker Series brought numerous leaders to campus this spring: **1. San Francisco Mayor and California Gubernatorial Candidate Gavin Newsom** talked about his early business failures and the importance of being passionate about what you do during a May 11 talk at the Haas School. **2. San 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. Chet Wood, CEO of Deloitte Tax and managing partner of US Merger and Acquisition Services for Deloitte,** spoke at Haas April 28, addressing how Deloitte's business has changed and adapted as a result of the financial crisis. **4.** In an April 15 talk on leadership, **Arun Sarin, former CEO of Vodafone, MBA 78, MS 78 (engineering),** told students, "The reason to have responsibility and power is so that you can make the world a better place." **5. Bill Sullivan, CEO of Agilent Technologies,** discussed "Delivering Innovation in a Downturn" 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 2005, 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 first-time 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 featured **Judith Estrin, 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 quest for cleaner energy. **California Air Resources Board Chair Mary D. Nichols** told a sold-out crowd at the third annual UC Berkeley Energy Symposium on February 23. Here Nichols talks with **Matt Carrington, Brianna Wolf, and Neilesh Mutyala, 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/videoroom.

Alumni Notes

News from Haas Alumni

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



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 also strengthen your company by recruiting a responsible, forward-thinking, team-oriented business leader.

The newly upgraded alumni job boards within Haas@Cal 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 Haas@Cal feature automatically matches alumni with companies seeking qualifications similar to those in the alum's Haas@Cal profile.

To post or search jobs, simply go to "Haas@Cal" 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

Upcoming Haas Signature Events

Sept. 12
Berkeley-Columbia MBA Alumni Reunion & Gala

Oct. 3
Homecoming Celebration

Nov. 6
Haas Gala in San Francisco

haas.berkeley.edu/alumni/events

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 Wight, 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 if I was an investor, now 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 adventure. I have also authored two books this year, *Tipping Guide for Gratuitous Folks* and *Historic Donner Stock Trail*, available at Amazon or Trafford Publishing Co. Victoria, BC, Canada. How old am I? 86."

1951

Richard Dewey, BS, see MBA 1954 notes.

Harold Lustig, BS, of Castro Valley, Calif., writes, "I have been married to my wife, Shirlee, 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 Herd, 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 Low, BS, retired after 34 years as a Peace Corps volunteer and staff member, which was capped by a quarter-century as a Foreign Service Officer managing affordable housing and urban development programs for the US Agency for International Development. He writes, "Since then, Mirian, my wife, and I moved across country to our San Diego suburban townhouse. We spent the first year making the house our ideal sun-filled home in 'America's Finest City.' That has been matched with meeting new relatives and family out here 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 Cal win more football games than when I was a student. Go Bears!"

1964 | CAL HOMECOMING OCT 2-4
homecoming.berkeley.edu

Schuyler Bailey, BS 64, see MBA 1965 notes.

Joanie (Misrack) Ciardelli, BS, married Dr. John Ciardelli, a graduate of the University of California, San

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

Alumni Notes



Joanie (Misrack) Ciardelli, BS/BA 64, with husband, Jack

Francisco, School of Dentistry. They met on a trip to Costa Rica with a small group from the Cal Singles organization, which Joanie had learned about in Cal's magazine. Both are retired, and living in San Rafael and Walnut Creek, Calif. Joanie volunteers with Pathways To Peace, the Citizens for a U.N. Peoples Assembly, and the Threshold Foundation, and they both volunteer for the Sundance Film Festival every January in Park City, Utah.

1965

Vijay Kumar Pandit, BS, writes, "I passed actuarial math and statistics exams and did actuarial work for one year, but switched to informational technology after that. I worked in the IT industry for nine years, then ran a private business for another nine years, and then transferred back to IT. I'm now a member of the board of advisors of InternetSpeech of San Jose. I occasionally work for InternetSpeech handling customer support, when they are short of staff. I traveled to Thailand and India in October with my partner, Julie, and met my classmates who had graduated with me in 1958, and had recently celebrated the 50th anniversary of this graduation. I am a grandfather now. My daughter, Amba, had a daughter born late last year. My son, Jay, is a structural engineer and contributed to the construction of the CITRIS Information Technology building on the Cal campus. Email: mtnviewvj@prodigy.net."

1966

Michael Stebbins, BS, see PhD 1972 notes.

1967

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



Gary Jackson, BS 67

1974 | CAL HOMECOMING OCT 2-4
homecoming.berkeley.edu

Arnold Nixon, BS, of Petaluma, Calif., is married with three children. He is a Sonoma County planning commissioner and serves on the board of directors of the Redwood Empire Chapter APICS and the Santa Rosa Manufacturing Group.

1976

Lily Quisol, BS, writes, "I am married with twin boys and living in Burlingame, Calif. I work at Genentech Inc. as a business systems analyst."

Douglas Wiele, BS, of El Dorado Hills, Calif., writes, "The past year has been an exciting one for the retail property development company I started in 1994. Our Trader Joe's-anchored Uptown Monterey in downtown Monterey was awarded the first LEED certification (LEED Silver) of any shopping center in California by the US Green Building Council. And our Nob Hill Markets-anchored Bridgeside Center in Alameda was recognized by the California Redevelopment Association as 2008's Best Commercial Redevelopment Project of the Year in California. We're actively seeking out new urban infill retail projects to keep us busy for the next few years."

1977

Mark Peck, BS, see MBA 1983 notes.

1978

Laurie (Hatch) Dyke, 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, who is also her business partner. They have three almost-grown daughters, two dogs, and enjoy outdoor activities, including bicycling, boating, and recreational kayaking.



Laurie (Hatch) Dyke, BS 78

1981

Michelle (Lamphere) Williams, BS, is director of financial aid and associate director of admissions at Saint Mark's School in San Rafael, Calif. She has two children, Kimi: who graduated from UC Davis in managerial economics in June, and Doug, a UC Berkeley Haas Business School student going for a global/management degree.

1982

Jeff Davine, BS, writes, "Hard to believe that it has been almost 30 years since entering the business school and hanging around Barrows Hall. I've been married for 18 years. We have two kids, Emily (14) and Matthew (8). I'm a tax lawyer at Mitchell Silberberg & Knupp in Los Angeles. Prior to joining MS&K, I was a special assistant US attorney for the IRS in Los Angeles. I really miss Berkeley and the Bay Area."



Mitch Rosenberg, BS 83, and family present a $100,000 check to Children's Hospital Los Angeles

1983

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 had a successful career in the insurance and financial services 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 golf tournament benefiting CHLA and reached his goal of $100,000 raised to have a room named in the new hospital building for his family. Mitch would love to reconnect with other alums in southern California. Email is mdrosenberg@eaglestrategies.com. He lives in Thousand Oaks with his wife, Melanie, and kids, Ashley (16), Andy (13), and Paige (13). Go Bears.

1985

Naomi (Freier) Wexer, BS, writes, "I am a training and development professional living in Manhattan with my husband and son. We enjoy traveling together and seeing a bit of the world!"

1986

Rene Kern, BS, writes, "I just attended a fabulous Haas alumni gala dinner in New York, reconnecting with some old friends. The energy was palpable. It is very clear that the school is on a roll. There have been lots of developments and personal growth since I graduated almost 23 years ago. I'm married to a wonderful wife, Marie-France, and have three children (almost teenagers). We have settled in Greenwich, Conn. Professionally, I have put my Cal business education to productive use. I'm working in global growth. Private equity has certainly been challenging recently, but nothing beats the rewards of working with great companies and great entrepreneurs worldwide and assisting them in building long-term value. Very much look forward hearing from my classmates and otherwise reconnecting with the broader Haas community."

Larry Schaffer, BS, of Los Olivos, Calif., writes, "Tercero Wines, the label I started last year with my wife, Christie, was recognized by Wine Spectator Magazine in its March 2009 issue as one of the Top Emerging California Rhone Brands."

Darryl Wong, BS, of Los Angeles, writes, "I have been involved with recruiting and training for JEMS (Japanese Evangelical Missionary Society), a non-profit organization, since 2001."

1988

Lynn (Kelley-Dulaney) Soss, BS, of Northville, Mich., adopted two children from Kazakhstan and lived in Thailand (1996-1998) and Japan (2000-2005). She is beginning a mother-child small groups initiative in schools/churches to support parents/children in transitional culture.

1990

Vidya (Ramanjaneya) Kagan, BS, visited the Bay Area in December and had a great time catching up with many Haas classmates. She spent an afternoon catching up with **Kathy (Szeto) Kobayashi** and **Rodger Kobayashi** in the East Bay, had brunch in Rockridge with **Angela Yap** and **Melva Wong**, and had drinks on Telegraph Avenue with Melva, **Kevin O'Keefe,** and **Alvin Hom**. Vidya is still living in the Boston area and recently became involved with the Boston Haas alumni group. She helped plan the recent Haas at Harpoon (brewery) event and got to meet about 20 Haas BS and MBA alumni. She writes, "A good time - and lots of great beer - was had by all! Go Bears!"

Mariza (Ramirez) Verdugo, BS, writes, "I am launching a new business called Icy Diamond Totes – cool insulated tote bags for all ages, especially cool for individuals who need to keep their medication cold when traveling. Visit www.IcyDiamondTotes.com and support your fellow alum. Thanks, Cal, for inspiring me and giving me the tools to live my dream."



Icy Diamond Totes, recently launched by Mariza (Ramirez) Verdugo, BS 90

1991

James Finnen, BS, writes, "After 12 years at IBM in sales and marketing I have recently transitioned into health care, where I now work for Scott & White Hospital, responsible for its growth initiatives in central Texas. My wife, Elsa, and our children, Alexa and Natalia, enjoy living in Austin. I catch a few Cal football games on TV with the local Cal alumni."

1992

Paul (Polapat) Ark (Arkkrapridi) is living in Beijing, China, where he works at Apple as the company's real estate manager for Asia Pacific and is responsible for finding locations for the company's retail stores in the region.

Adam Kane, BS, of Kailua, Hawaii, writes, "About my company: ForgeFX (http://www.forgefx.com) is an interactive 3D-simulation, serious game, and training simulation development company based in San Francisco. We provide software development services for clients looking to create both online and offline interactive content. Our clients compete in the education, training, and entertainment industries."



Arvinder Singh, BS 92, and family

Arvinder Singh, BS, of New Delhi, India, is director of the 60-year-old publishing house, Hemkunt Publishers Pvt. Ltd. He started a new publishing company 11 years ago under the name Sanbun Publishers. He has published over 250 books of authors from around the world. He is the father of two boys, Nishaan (9) and Himmat (5), and has been married to Sanjana Singh since 1997.

1994 | CAL HOMECOMING OCT 2-4
homecoming.berkeley.edu

Alan Chuang, BS, recently joined Pillar Pacific Capital Management as a portfolio manager. After owning a Burger King franchise for several years, he got back to his business roots in finance. He started a small hedge fund with some success before joining Pillar Pacific Capital. He also received his CFA charter in 2008, which along with his MBA from the University of Michigan and CPA certification, give him credibility with the high net-worth clients he serves on a daily basis. Alan now does a job he enjoys and lives a mile from work in San Marino with his two lovely children, Gabriella (7) and Alexander (5), and his beautiful wife, Jennifer. He invites you to e-mail him if you have any investment questions or just want to catch up: achuang@pillarpacific.com.

1996

Henri Ainai, BS, is living in Tokyo since founding Fujisan.co.jp, an online magazine store in 2002. He recently started a new service called MagMe (currently in Beta) where Japanese users are able to read a limited number of full magazine articles on their cell phones. MagMe: http://magme.jp.

1997

Allen Lee, BS, is helping Alex Weingarten, BA 96 (Political Science), launch Cal in Hollywood, an alumni group for all Cal grads involved in the entertainment industry worldwide. He writes, "Please look out for information regarding our launch party in the Los Angeles area. E-mail me at allenwlee@yahoo.com if you want to stay in the loop."

1998

Chris 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), I left about nine months ago to try my hand at a startup. In this economy, that very well could have been a recipe for disaster. Instead, my stealth Internet startup just launched, www.SmartyCard.com, and received incredible coverage from the Wall Street Journal, USA Today, and many others. We were awarded the People's Choice award at the prestigious DEMO event. SmartyCard is a first-of-its-kind learn, earn, and play experience for kids in third through sixth grade that provides real and virtual rewards to kids who complete educational activities. What's unique about SmartyCard is the rewards systems. As kids complete activities they unlock points that can be used for hundreds of rewards – from iTunes, Club Penguin™, and WebKinz to the most popular books, CDs, games, and more. We've created a fun environment – kids want to show off how smart they are – with a concept that reinforces universal values of hard work and educational achievement. In these uncertain times, generally and personally as the father of three boys, SmartyCard fills a real need. There is no better investment a parent can make than investing in one's child."

1999 | CAL HOMECOMING OCT 2-4
homecoming.berkeley.edu

MeiLin Chan, BS, of Boston, recently started an online venture out of an addiction to soap-making and high-tech gadgets: www.twoeggplants.com.

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

Alumni Notes

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



Tania Kapoor, BS 99, as a dancer on the TV show "Superstars of Dance"

as a part of Team India. In my spare time, I am on the local board of The American India Foundation (AIF). AIF is the largest US-based private foundation that supports not-for-profits in India. I have enjoyed organizing our annual gala and increasing the awareness of AIF among young professionals."

Pranav Popat, BS, writes, "I'm at Lazard in Los Angeles and specialize in mergers and acquisitions, corporate restructuring, and other strategic advice to companies primarily in the casino industry."

2000

Christina (Ce Zhang) Hollingsworth, BS, of Petaluma, Calif., writes, "I still cannot believe my once impulsive idea to locate fellow alumni in the North Bay community could pick up speed so quickly. Since our HAN North Bay Chapter Inaugural Mixer last January, I have met so many enthusiastic and energetic Haas alums in the North Bay. Together with our new board, we have been on a roll, with five successful social and professional events held in 2008 alone and more planned for 2009. If you live and work north of the Golden Gate Bridge, meet the rest of the Haas family in your neighborhood and join us for our next event! Feel free to call me at (707)762-9900 or email me at chollingsworth@pbllp.com."

Pravir Singh Sawhney, BS, writes, "I have been in New Delhi, India, for the past three years making real estate investments. Prior to that I spent six years in investment banking in New York (Morgan Stanley), New Delhi, and the final three years in London (ABN AMRO Corporate Finance). Have unfortunately not made it back to Cal for a while but hope alumni will look me up when they visit Delhi. Best wishes. (psingh@haasalum.berkeley.edu)"

2001

Patrick Merrill, BS, and Elisabeth Merrill celebrated their one-year anniversary in April 2009. The couple was married in San Luis Obispo, Calif., and honeymooned in Greece. They also attended Charter Gala 2009, an annual tradition for the couple, with the Haas School of Business community to honor California Alumni Association Alumnus of the Year Bob Haas on April 4.



Patrick Merrill, BS 01, and wife, Elisabeth, at their wedding in San Luis Obispo, Calif.

2002

Christina Bogatsky, BS, of Los Angeles, writes, "Hello fellow Bears/Haas alums! It's 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 three years now, where I manage mobile video distribution. In short, I get movies onto mobile phones. It's been an exhilarating experience, and it's a very fun (and volatile) market in which to work. I am excited to get more involved in Southern California's Haas alumni community, which is pretty robust. Tom Campbell and Richard Lyons came down to LA a couple of years ago and hosted a fantastic luncheon for a group of alums. It makes such a big difference when people heading up the administration make an effort to connect with alums. 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 I graduated from Wharton with an MBA and am moving back to the Bay Area to explore opportunities in technology. At Wharton I had the privilege of serving as the student body president and reuniting with several friends from Haas."

2003

Kinman Tong, BS, writes, "After spending five years with Deloitte, I joined the Health Care Services group at Moss Adams in the San Francisco office. I primarily work on various business assurance engagements throughout northern California, focusing on hospitals, health plans, clinics, long-term care facilities, and healthcare/medical/biotechnology entities. I am still active with the Haas/Cal community, serving on the HAN Alumni Council, TKE Nu Chapter Advisory Board, and Cal Alumni Pride Executive Committee. If any of my fellow classmates are back in the Bay Area, please do reach out and reconnect!"

2004 | CAL HOMECOMING OCT 2-4
homecoming.berkeley.edu

Tahamtan Nematbakhsh, BS, writes, "I recently graduated from law school, passed the California State Bar Exam, and married a beautiful woman. I'm currently working at a great law firm in Orange County, Calif., in the corporate law, estate planning, asset protection, and business litigation departments. I'm very happy and love my life."

2005

Nancy Chen, BS, of Fremont, Calif., writes, "As a global conference coordinator for a not-for-profit organization, I travel around the world (mostly to Asia), putting together large conferences a few times a year."

Yvonne Chen, BS, of San Francisco, writes, "I've hopped around here and there from the SBC/ATT LDP program to Google. Now I am at Facebook doing relationship management for our advertising clients. It's a brand-new team within Facebook, so I'm really happy to be a part of it. It's great to really contribute to something new and build and define a new group. I also love being a part of a site that is changing the way people socialize and connect with others. Personally, I'm staying in touch with fellow Cal alumni and finding time to see my family as they live nearby in the East Bay. I've also been doing other activities like kickball leagues, volunteering, painting classes, and going up to Napa for wine tasting. My good friend, also a Haas alumni, is getting married in April so I am looking forward to that wedding. If any of you have questions about a career at Facebook, or transitioning from one job to another, please let me know. I'll try to help out as much as possible."

Corey Robins, BS, of San Francisco, has spent the past four years with Deloitte Consulting, and this fall will attend Columbia Business School as a member of the class of 2011.

2006

Olive Davis, BS, of Berkeley, writes, "I am very excited about a new youth business academy (B-BAY) this summer at the Haas School of Business. My passion for teaching young students about the fun aspects of business through the YEAH program has inspired me to offer a summer academy June 15-26 for sixth-through ninth-grade students who want to learn about the basic principles of business in a fun setting. To get more information please check the Web site at www.haas.berkeley.edu/businessacademy."

David (Seungmin) Lee, BS, of Malibu, writes, "Returned in February from Shanghai, China. Was working with a large non-profit organization for two years. Looking for work here in Los Angeles (commercial real estate, developing property, consulting) but sure came back at a bad time. Studying for my LSATs and GMATs, but so is everybody else. Still, life is good and I'm thankful for all the opportunities I have had up to now. Hope everybody else is keeping their heads up during these difficult times."



Phillip Wu, BS 07, at Chinese cooking school

2007

Phillip Wu, BS, writes, "I have begun working at InnoCSR, an international CSR consulting and training firm in Shanghai, China. As a marketing assistant, my work is 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 attend Chinese language classes in the morning and work at 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 to cooking, 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."

2008

Anirudh Chadha, BS, of San Diego, writes, "Just traveled and enjoyed life before I started work in July at ZS Associates in its LA office. Was all over the East Coast visiting family and friends as well as to India and Mexico. Other than that, I've been catching up on some necessary reading and working on my import business. Not a bad thing to do in the time between graduating and starting work!"

Lisa Murphy, BS, writes, "I have moved down from San Francisco to Foster City. Now I am working at Visa in its legal entity management group. If you are on the peninsula, let me know."

Zach Stevens, BS, writes, "I work in the marketing department for a tech startup company in San Francisco called Autonet Mobile. We're pioneering a new market with our product that turns cars into WiFi hotspots. I'm always looking to connect with other alumni if you have interesting business ideas or partnership opportunities."

Serge Vartanov, BS, of Wai'anae, Hawaii, is teaching low-income students through the Teach for America program.

MBA

1952

Donald Bruzzone, MBA, of Alameda, Calif., president of Bruzzone Research Co., a firm specializing in advertising research, presented a paper at the annual convention of the Advertising Research Foundation in New York on March 30. "The Tracking That Should Replace GRPs" describes the advantages of recognition-based tracking in measuring the effectiveness of advertising. Another paper, "Sampling the Impact," which showed how respondent behaviors and online sample quality affect measures of ad performance, was published in the April 2009 issue of *Quirk's Marketing Research Review*.



Don Bruzzone, MBA 52

1954

Richard Dewey, BS, of Sarasota County, Fla., keeps busy "publishing" personalized eight-page, monthly newsletters to each of his six grandchildren. He writes, "I call the issues LTD, which stands for legacy, tradition, and discovery. Each receives 60 monthly issues between seventh and 11th grades."

1960 | 50th MBA REUNION
APRIL 23-25, 2010

1963

Michael Yovino-Young, MBA, celebrates his 49th year as a real estate appraiser and 35th year as president of Yovino-Young Inc. This boutique appraisal firm with nine professionals has always been headquartered in Berkeley and has mentored many real estate majors at Haas over the years. Total valuations since 1960 now exceed $45 billion with individual appraisals from $10,000 to over $100 million. Michael holds an MAI designation in the Appraisal Institute and is a designated FRICS in the Royal Institution of Chartered Surveyors in England.

1965 | 45th MBA REUNION
APRIL 23-25, 2010

Schuyler Bailey, BS 64, MBA 65, writes, "In March I was in another play at my wife, Susie's, Berkeley club, playing the role of Sir John Pontafract in Oscar Wilde's *A Woman of No Importance*. Previous roles (about 12) over the past 25 years have included Joe Stengel in *Dinner at Eight*, Ito in *Auntie Mame*, and Charley's Aunt/Lord Fancourt Babberley ('Babbs') in *Charley's Aunt*."

Allen Lauer, MBA, writes, "I recently retired as chairman of the board of Varian Inc., after 43 years with the company and its predecessor, Varian Associates. It was quite a ride through the ups and downs of a Silicon Valley technology company. I am still active in the tech area serving as chairman of the board of Intermec Inc. located in Everett, Wash., but I am finding more time to behave like a retired person. My wife, Kathy, (Cal undergrad '59) and I split our time between our homes in Portola Valley, Calif., and Jackson Hole, Wyo., where I can pursue my skiing and fly fishing habits. We enjoy seeing classmates, so look us up if you are in the area."

1967

Michael Stebbins, BS, MBA, see PhD 1972 notes.

1970 | 40th MBA REUNION
APRIL 23-25, 2010

William Halal, MBA, see PhD 1971 notes.

1971

John Bland, MBA, of Cape May Point, N.J., writes, "I am a founder and partner in the Foreign Exchange forum Web site, Globalview.com. My partner and I recently co-authored a book published



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

Alumni Notes

in spring 2009 by John Wiley and Sons, *Forex Essentials in 15 Trades: The Global-View.com Guide to Successful Currency Trading*."

Steve Fabricant, MBA, writes, "I emerged last week from sleepy semi-retirement in Okinawa, Japan, to take a two-month consultancy at World Health Organization's Regional Office in Manila, and now I am writing a quick note in between revisions of a conference briefing paper. After the MBA, I worked in several countries (some of which have since gone downhill like Afghanistan, Palestine, and Sierra Leone), in areas related to public health management and economics. Got my PhD at the ripe age of 50 in London, lived in Ashland, Ore., for 25 years, and then followed my fully-employed wife, Keiko, to Japan. Now I cook, fish, greet our 8-year old daughter when 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 had the worst of Japan's economic malaise, so the current crash has gone largely unnoticed! I'm just glad I don't need to earn a living there."

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, *Beatitudes for the Workplace*, is available through Novalis publications in Canada, and Twenty-Third Publications in the United States.

Jon Orellana, MBA, retired in August 2007 as assistant general manager of Zone 7 Water Agency in Pleasanton, Calif., after 34 years of employment, including 10 years at the agency. He is now enjoying retirement, although his wife, Lynn, is still working as an RN at Eden Medical Center in Castro Valley, Calif. He is keeping fit by working out and playing 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 Cornerstone Fellowship and as a marshal at Castlewood Country Club. He also works very part time for Atrisol Advisors, a tax, retirement, and insurance services firm. Although he is busy, he finds time to enjoy his family, Josh, Abby, and grandson, Haven.

1974

Surinder Brar, MBA, lived in the Berkeley hills and worked in high-tech since graduating in 1974. He is responsible for the worldwide channel strategy at Cisco Systems Inc. and serves as a board member at Park Day School in Oakland. His wife, Jude McAnesby, is a psychologist and son, Jaipal Brar, is in third grade.

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



Marcio Faria, MBA 75

Marcio Faria, MBA, writes, "After I got my MBA from UC Berkeley I went back to Rio de Janeiro to work for the (Federal) Brazilian Development Bank, kind of and roughly the size of the World Bank, but doing business only within Brazil. A few years after, I moved to a brokerage house, later to be acquired by UBS Brazil, 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 currently I am the CFO and CIO of Fundação Atlântico, the pension fund sponsored by Oi, the largest Brazilian-owned telecom. Three kids: one a post-doc at Stanford, the other a commercial manager at a large shopping center group, and the younger — a girl — studying engineering 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 Nothern California. All the best."

Dave Gillespie, MBA, is married with three children and seven grandchildren and living in Fort Worth, Texas, since 1978 as CFO/management of privately held manufacturing and investment companies. He came out of retirement to co-found Home Energy Americas, which provides alternative energy products for homes and small businesses. He also is an active volunteer at his church.

Nancy (Yudelson) Lewellen, 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 Palladian Law Group, 415-399-0993, or email me at nyl@palladianlawgroup.com."

Jeffrey Vines, MBA, of Point Richmond, Calif., writes, "I continue with my three-plus-year career in corporate real estate, all with firms in San Francisco. I have two grown 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 Capital LLC, the firm of **Gordon Gregory, MBA,** of Los Angeles, played host in April to more than 150 senior dealmakers from 30 countries at the semi-annual meeting of IMAP partners in Los Angeles. IMAP recently was ranked sixth worldwide in transactions under $200 million in value after completing 2008 with more than 250 middle-market transactions topping $15 billion in transaction value. On a personal note, Gordon's wife, Gayle (whom he met at Cal in 1976), passed away in December following an eight-year battle with cancer.

1978

Ron Feldman, MBA, of Berkeley, writes, "After working in Silicon Valley high-tech for a number of years, I have been working in the non-profit sector. I am the CFO of the Jewish Community Center of the East Bay in Berkeley, having returned here two years ago."

1979

Lori Gibson Banducci, MBA, writes, "I am serving a two-month assignment as a Kiva Fellow in Totonicapan, Guatemala, where I am working with Kiva's partner



Lori Gibson Banducci, MBA 79, in Guatemala

microfinance bank (ASDIR) to facilitate improved communications and information flow between ASDIR and Kiva. Kiva (www.kiva.org) is a non-profit organization based in San Francisco that has pioneered the concept of harnessing the power of the Web to connect people through lending to alleviate poverty. Over $62 million in Kiva loans have been made since its inception three years ago. Part of my duties include visiting the over 100 Kiva borrowers here, most of whom live in remote rural areas. This experience has provided me with hands-on, in-the-field experience with micro-credit as well as given me a front-row seat to this culture and its people. I have been able to interview borrowers who otherwise would have no access to credit. I have also seen the incremental improvement these micro loans can make in the businesses and lives of the working poor. It's quite a change from marketing French fries (Ore-Ida) or printers (HP)! Normally, I live in Boise, Idaho, with my husband, Tom Banducci (Hastings Law 1979)."

William Waller, MBA, writes, "My wife, Carol, and I really enjoy living in Ottawa, Ontario, Canada. We have been here for two years, since moving from Houston. Ottawa is a beautiful city with lots of great things going on all the time. My job as CFO of logen Corp. (www.iogen.ca) is going very well. I believe that logen is the only company in the world actually making cellulosic ethanol for fuel from wheat straw on a consistent basis. Our technology is making steady advances enabling us to bring down the cost per gallon. We plan to build our first commercial-scale plant in western Canada starting early next year."

1980 | 30th MBA REUNION APRIL 23-25, 2010

Michaela Rodeno, MBA, writes, "After 21 years as CEO of St. Supery Winery, a wonderful estate producer of outstanding Sauvignon Blanc and Cabernet that I helped start, I am stepping back from operations. I remain on the board as vice chairman. I am enjoying my eighth consecutive one-year term as a director of Silicon Valley Bank Financial Group, chairing the compensation committee. I am now seeking one more corporate board position, preferably in a company focused on consumer products and services. My attorney husband, Gregory, and I still live on our 25-acre Oakville vineyard in the middle of the Napa Valley. Our daughter, Kate, a 2005 SDSU graduate living in New Jersey, will be married at our home in June 2010. Son, John, graduated from USD in May 2009 and plans to work for a year before starting work on his PhD."



Michaela Rodena, MBA 80

Linda Wright, MBA, of Tiburon, Calif., writes, "Regrettably, after nine years with Fireman's Fund Insurance Co., my position as senior vice president and treasurer was eliminated as part of a corporate restructuring. Therefore I am looking forward to my next challenge. I have experience in budgeting and planning, cash and credit management (including workout and M & A), payments and monetary policy, planning and reporting, real estate, reinsurance recovery, strategic sourcing and treasury and skills in turnaround, process improvement, expense reduction, and re-engineering. If you need help, do not hesitate to call, (415) 435-4342. I have two children in college. Pets: too numerous to count. lewrightw@gmail.com."

1981

George Dallas, MBA, has lived in London since 1988. He is head of corporate governance at F&C Investments, a UK- based asset management firm with around $140 billion under management. He writes, "I focus on corporate governance in a team that integrates governance with corporate engagement on social and environmental themes: http://www.fandc.com/governance. I am also a member the advisory committee of the Haas Socially Responsible Investment Fund, an investment fund run by Haas MBA students. Joined F&C in January 2008, after 24 years at Standard & Poor's, where I had been managing director and head of corporate governance, head of emerging markets, and head of European credit ratings.

1983

Dave Dent, MBA, of Odessa, Fla., writes, "Cindy Deiter and I met for breakfast last week. We have not seen or spoken in 25 years. Thanks go to the Haas Alumni Network for providing a quick search of my classmates here in Florida. Who knew Cindy grew up in Tampa and later became Dr. Deiter (PhD in Econ)?"

Mark Peck, MBA, writes, "Still in South Lake Tahoe, but moving may be on the horizon soon. Both my children, Earl and Tatianna, are off to college, Berkeley of course. Earl is into chemical engineering, and Tatianna is enjoying gender and women's studies. I have been doing mortgage loans for the last few years and also watching over my rental business. Career move is in progress."

1984

Jeffrey Hine, MBA, sends greetings from Beijing, where he is chief operating officer for CCB Financial Leasing Corp., a joint venture between China Construction



Jeffrey Hine, MBA 84, visits the Great Wall in China

Bank and Bank of America. After 14 years with Bank of America Leasing, he is enjoying the new challenge of developing the leasing business in China. CCBFL is the PRC's largest leasing joint venture and provides comprehensive equipment finance solutions to mainland-Chinese companies. Jeff and his wife, Kris, have been in China since October 2007 and enjoying life in Beijing. Their son, Tracy, is a senior at Cal in environmental economics. Go Bears!

Joe Jimenez, MBA, writes, "After a long career in consumer packaged goods (Clorox, H.J. Heinz), I have entered health care. I am CEO, Novartis Pharmaceuticals, living in Basel, Switzerland. It is a fascinating time to be in this industry with the amount of change that is occurring. We also support one of the most high-impact public health programs in the world, with our malaria initiative in Africa. We sell over 70 million treatments per year, below cost, and have made a significant impact, curing millions of cases of malaria. I am enjoying running a truly global business. We have offices in over 60 countries around the world, and I have visited most of them already (after 1.5 years). We have a lot of work to do to position the business for future growth, as health care reform around the world is rapidly accelerating (not just in the US). This is creating an opportunity for pharmaceutical companies to position themselves as part of the solution, as opposed to part of the problem. Anyway, it will be a wild journey."

Robert Wilcox, MBA, writes, "Few in the Haas MBA Class of '84, I fear, will remember me: I got a 'backwards JD/MBA' (started with a year at Haas, then started at Boalt, and completed the MBA by taking second-year classes over the three years that I was in law school), and I was not good at networking. But I am and always will be grateful to Haas for giving me a chance after being out of school for 10 years and working as an auto mechanic for eight years. I have been a lawyer at the firm of Schiff Hardin LLP now for almost 25 years. Happily married, two good kids. Some of the classes that I took at Haas – the accounting classes and portfolio theory classes in particular – stand me in good stead to this day. I would welcome the chance to take a small step towards remedying my networking inadequacies of 25 years ago by having lunch with anyone who happens to be in downtown Chicago with some time."

1985 | 25th MBA REUNION APRIL 23-25, 2010

Adam Weiss, MBA, of Los Angeles, writes, "After selling my interest in my second hedge fund, Scottwood Capital (co-founded 2001, US event driven/distressed, $1 billion AUM 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 lead generation across a portfolio of consumer finance related products, from credit cards to payday loans. My wife, Ophelia, and I continue to spend our time between our homes in New York and Los Angeles."

1986



Andrew Murphy, MBA 86

Andrew Murphy, MBA, chief operating officer at American Property Enterprises, a diversified San Diego-based real estate investor and developer, was elected to serve as the 2009 president of the Building Industry Association of San Diego. The association is one of the largest regional trade associa-

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

Alumni Notes

tions in the nation for the real estate development industry. He has served on the board of directors for six years.

Tom Zengel, MBA, is growing his new venture in business valuations and related consulting in the East Bay and Tri-Valley areas (www.norcalbizval.com).

1987

Karen Sukenic, MBA, has spent the past 12 years at Kaiser Permanente providing business planning, training, and project management to internal sales and marketing clients. She now is executive consultant in the national product development area. She lives in Berkeley with her lifelong partner, two children, two cats, and a dog, and is very happy also spending time in her children's classrooms in the Berkeley public schools. Karen still enjoys swimming, hiking, traveling, and listening. She's been to Guatemala, her children's birth country, seven times, and hopes to go back this summer.



Ross Ellis, MBA 88, and son, Duncan, age 10, on Sanibel Island, Fla.

1988

Ross Ellis, MBA, writes, "We have been living down in south Florida now for two years, making the most of the sights and sounds, and particularly enjoying the best time of year, the winter! Hedge-fund land is a lot tougher now than it ever has been, so who knows what the future may bring regarding successes at work? In the last few months, we have been down to Key West and the Conch Republic, visited Cape Canaveral, Naples, and the Gulf Coast, and of course been to the Everglades and Disney more times than we ought! Duncan is finishing fifth grade, and his baseball and soccer has improved immensely through year-round playing. All that being said, Johanna and I are seriously thinking about moving back to the Bay Area, back to our families, friends, and college contacts. Stay tuned – we may see you sooner than you imagined!"

Matthieu Malan, MBA, of Casablanca, Morocco, writes, "I am finally getting into entrepreneurship. I started an online bookstore in Morocco: www.livremoi.ma. The good thing about Morocco is the economy is pretty much out of global crisis problems. Spring is here. Let's hope it brings more than sunny days."

Kevin Renner, MBA, of Portland, Ore., is working on his first book, a series of oral histories of women ages 19 to 90 from around the world on the lessons they took from their fathers.

1989

Adrienne (Metoyer) Eng, MBA, joined SRI International of Menlo 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 Indus Entrepreneur, the world's largest not-for-profit organization for entrepreneurs with 45 chapters in 10 countries. He was also elected as board member of Heritage Fund of Indian Institute of Technology in Roorkee, India. He works at Cisco Systems in business development for mobility and collaboration and mobility services.



Manoj Goel, MBA 90, and family

Chris Johnson, MBA, of Dubuque, Iowa, is chief engineer for operator stations for John Deere Construction Division since 2006. He was previously chief engineer for Ford Motor Co. for Asia/Pacific/Africa operations responsible for new product development.

Christine (Burke) Landon, MBA, of Danville, Calif., has moved into a new role at Agilent Technologies in the Corporate Strategy and Development Group, and Geoff is in Worldwide Operations and Sun Microsystems. Christine is enjoying her work on the board of Coro, the premier leadership development program for post-graduate and high school students in public affairs in San Francisco and as the treasurer for Diablo Valley National Charity League, an organization that focuses on philanthropy work for girls from sixth to twelfth grade. She is also running the Bay Area Executive Development Network speaker series for 2009, which is dedicated to the executive development community. Their children are both at Monte Vista High School.

Ray Meadows, MBA, of San Francisco, writes, "I'm still in the real estate investment advising business, and I've still got the travel bug. I had a wonderful trip to Thailand and Japan in January. Real estate in Thailand is looking pretty good! California isn't so bad either. I've been looking at local property for investors, and it's amazing the deals I'm seeing – even in the Bay Area. Everyone with buying power should be looking to buy rental properties right now. You know you're close to a bottom when it becomes cheaper to buy than rent, and we are there. I am still seeking out alumni to partner with in my business to help banks and asset managers boost recoveries by 20 percent to 30 percent on defaulted residential mortgages (by modifying the loans rather than foreclosing). Perhaps we'll create a whole new market for shared appreciation rights while we're at it."



Ray Meadows, MBA 90

1991

Kate Degnan, MBA, writes, "I am happily ensconced on San Francisco's Telegraph Hill with my husband of 20 years, legal malpractice attorney Paul Frassetto (also a Cal grad). After working in product, industry, brand, and strategic marketing at global technology and design firms, and leading a strategic marketing consultancy for six years, I joined the Pacific Consulting Group in January. Now I work with complex services organizations in the public and private sectors to help them become more attuned to – and operationally driven by – their customers, with the corollary benefit of improving profitability. Friendships with Haas grads **Fiona Lee, Christine Stonehouse, Susan Lundquist,** and **Christine Landon**, and favorite educator, Sara Beckman, all add immeasurably to my life."

1992



Juan Navarro, MBA 92, on a three-day race across the Andes

Juan Navarro, MBA, of Buenos Aires, Argentina, writes that he is "still working at Hexacta, the offshore software development company we founded in 1999 in Argentina. We have many clients in the US, but just one in the Bay Area, so unfortunately I don't have excuses to visit Berkeley! A few months ago, Hexacta was ranked #6 in the Great Place to Work survey in Argentina, making us very proud. On a sportier note, this year I participated in the 'Cruce de los Andes' race, a 100K, three-day race across the Andes from Argentina to Chile. Managed to finish in relative good shape (although my knees don't agree with that!)."

Murali Subbarao, MBA, of Saratoga, Calif., enjoyed serving on a panel at the 2009 SXSW conference, Finance 2.0, Money Management to Save This Generation.

1993

Frank Rockwood, MBA, writes, "I recently launched a new venture, Davos Development, with several of my colleagues from Sunrise Senior Living Inc. We will continue to focus on development and re-position opportunities within the senior living industry. On a personal note, Susan, class of 1989, and our children (and me too) are very happy to be back in northern California. We particularly enjoy our frequent visits with our Haas classmates."



Lisa Thomas, MBA 93, in China

Lisa Thomas, MBA, of San Francisco, writes, "I am still working for Bank of America. My career has taken many turns over the past several years but still employed and enjoying the ride. For the past year, I have been leading projects supporting BofA's Strategic Assistance Agreement with China Construction Bank. These projects have allowed me the opportunity to work and travel in China and to gain a better understanding of the Chinese banking industry, policies and regulations, and the corporate banking business processes and products. Would love to connect with classmates in Beijing or Shanghai!"

1994



Art Altman, MBA 94

Art Altman, MBA, of San Carlos, Calif., manages research in energy derivative price forecasting and risk management at the Electric Power Research Institute in Palo Alto, Calif. Current efforts focus on fuel price volatility and implications of carbon pricing. Art welcomes contact from those sharing this interest at artmaltman@yahoo.com.

Maggie Calonico, MBA, of New York, writes, "I left my position as managing director at Bear Stearns in 2005 to finish my first novel, a financial thriller, *Shakedown*, published on June 1 under my pseudonym, Andie Ryan. The best part of all this has been getting back in touch with old friends. My email address is andie@andieryan.com, and I'd love to hear from you!"

1995 | 15th MBA REUNION
APRIL 23-25, 2010

Natalie (Natasha) Goroshko, MBA, of Palo Alto, writes, "I am in my nth career track at Cisco, where I started in corporate finance in treasury, then had a four-year stint in technology finance. As of last summer I am in enterprise risk management. The latter job is especially relevant these days with the financial crisis still unraveling in the markets (I am doom and gloom in the outlook). Enjoyed reading up on esoteric writings by Nadem and trying very hard not to be fooled by randomness. Have been forever reading 'Stumbling on Happiness,' but finding time to read for pleasure has been a challenge. At home, a 12-year-old and a 3-year-old keep me busy. And, yes, I still want to move back to Europe."

Robert Leland, MBA, of San Carlos, Calif., writes, "Phew, what a year it was to be a financial planner! But it was an interesting year to start reconnecting with alumni, surprisingly (for me) through Facebook. I'm encouraged for the short term, so I'm optimistic. My two young kids seem relatively normal, despite my interference, so I'm happy. But I need to get back to a gym of some sort."

Ross Van Woert, MBA, of Loveland, Colo., writes, "In January, Consynia Marketing LLC celebrated its fifth birthday. During 2008, we expanded our services to include creative development of advertising materials (print and online) and have delighted a variety of clients. Last fall, Tracy returned to school in pursuit of a nursing degree, with the ultimate goal of working in hospice care. Life continues to be good in northern Colorado."

1997

Wendy Adams, MBA, of Atherton, Calif., writes, "Pete and I welcomed Jane Christine and Lauren Camille into the world on Nov. 3. We are having a great time, but the adjustment has been sizable! I'm taking time off from my biotech consulting practice while they're young, and will evaluate returning when we're all ready for it."

Arun Mirchandani, MBA, of Pleasanton, Calif., writes, "Vocera, a company started in 2000 at the depth of the dot-com gloom is 9 years old this month! Feels good to have been instrumental in helping shape its products. It seems we've come a full circle – we're now experiencing a worldwide economic slump. Vocera is health care focused so we expect to ride this one out as well. Personally, have been doing a lot of traveling back and forth to India to be with the family. On a recent visit we had the pleasure of spending five days on the way in Barcelona during the GSM conference. A year ago, we did a loop around the eastern bloc countries and before that through Austria and northern Italy. Some fun books I've recently read: *Outliers*, *Freakanomics* and the *Last Lecture*. Currently enjoying *Fooled by Randomness*."

1998

Matthieu Malan, MBA, of Casablanca, Morocco, writes, "I am finally getting into entrepreneurship. I started an online bookstore in Morocco: www.livremoi.ma. The good thing about Morocco is the economy is pretty much out of global crisis problems. Spring is here – let's hope it brings more than sunny days."

Jeff Marshall, MBA, of Oakland, writes, "I'm delighted to be the CEO of Brightstorm (www.brightstorm.com), where we build great online educational experiences for high schoolers. My children (with my wife, **Jeanette Gurmendi, MBA 1998**) are beautiful, but growing up way too fast!"

Miguel Tam, MBA, of Redwood City, Calif., writes, "Change was definitely in the year for 2008! After 20-plus years of helping companies develop and market new products, I've ventured out on my own. I started my own consulting firm called TopSprout (www.topsprout.com) to help green-tech and high-tech companies launch products. Even in this awful economy, I've been very fortunate to work with some interesting clients. On the home front, Sofia and Jackson are now in third and first grade. A great upside of consulting is I have more flexibility to enjoy life with the family – soccer, piano, baseball, Chinese school, and just plain hanging out. Wendy is still teaching kindergarten, and she always has entertaining stories about her class!"

Martyn Taylor, MBA, returned to Kabul, Afghanistan, after spending a year here in 2003, and is now working as the operations director for a US logistics company. He writes, "Still hoping to make it to at least one Haas '98 reunion!"

Julia (Knowles) Violich, MBA, of Marin, Calif., writes, "Hard to believe a whole year has passed since our 10-year reunion. As a result of the gathering, I am back in touch with **Clarence So,** still at SalesForce.com, who recently returned from a bicycle trip in New Zealand. Other news from our class is the recent addition of John 'Jack' Peay, **Andy** and **Ami Peay's** 'newest release,' and Eloise Sachs, the daughter of **Elizabeth Herrick** and her husband, Ian Sachs. **Andres Franklin** and his wife, Ceci, visited **Guido Kovalskys** in early April. Guido is training for yet another Ironman. **Jeff Cole** and **Terry Fraiser-Reid** are both recently engaged with weddings planned in the year. I am still running the family almond and walnut farms and racing my bike when not chasing after my two sons (3) and (7)."

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

Alumni Notes

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.



John Woolard, MBA 97, CEO, BrightSource Energy



Jack Jenkins-Stark, MBA 81, CFO, BrightSource Energy

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 for its efforts to make solar energy 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 innovation that has 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 some of the world's most influential environmental thinkers at the World Economic Forum's Davos event earlier this year. He is invited 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 at commencement with his solar vision.

Jonathan Weinstein, MBA, writes, "In March 2009, I joined Unity Health Care Inc. as its vice president for facilities and capital development. This is an exciting move for me, following 8½ years helping to grow a startup real estate development firm to the point at which it received significant institutional equity for both operations and development. I had been consulting to Unity for several months prior to this move, so the transition has been an easy one. Unity serves over 80,000 individuals annually – including the working poor, the uninsured, immigrants, and the homeless – with over 430,000 patient visits per year. Founded in 1985 as Health Care for the Homeless Project, Unity has a presence throughout Washington, DC. Unity provides health care services at over 30 locations citywide, including its stand-alone health centers, homeless shelters, halfway houses, and via a contract with the DC Department of Corrections. I am primarily responsible for managing development of multiple new, state-of-the-art community health centers in conjunction with the DC Primary Care Association's Medical Homes DC initiative. My work involves most of topics covered in the core curriculum at Haas (finance, accounting, organizational behavior, marketing, operations, and strategy) as well as real estate. It's good to feel so well prepared for the challenges ahead. With professional and family changes on the horizon, last October Stacie and I took Evan on what was likely our last international trip for a while. Traveling with an almost-2-year-old was much different than the one carry-on bag travel of prior years, but Dublin and Prague were beautiful, and we definitely enjoyed spending so much time together – mainly on playgrounds. I hope my classmates are doing well and look forward to hearing from those visiting DC."

Terry Whalen, MBA, of San Francisco, writes, "Running an SEM agency (paid search campaign management and optimization) out of an office on Fillmore and Pine streets, Kelly and I are taking Saybrook (3) and Oliver (6) to Disneyland for spring break! Also looking forward to camping at Camp Oski with the **Nortons** and the **Gaylords** late summer."

1999

Samir Goradia, MBA, JD 92, of Oakland, writes, "I have been very busy acquiring partners for my church-organized pulsimonious business. Pulsimonstrosities has also been filed as a partnering organization. Hoping to be online in the fall. Twinkle Society is based in California, having difficulties with federal partnership of that organization."

Alan Knitowski, MBA, of Austin, Texas, writes, "Took advantage of the 10-year anniversary of the founding of Vovida Networks (later purchased by Cisco Systems), to co-found Phunware Inc., a mobile application production company headquartered in Austin, with offices in San Jose and Newport Beach, Calif. Currently operating as chairman and CEO and looking forward to building out another great company. Incorporation was done in February, and now we're working the full company build out. Serial entrepreneurship really is a disease that I have yet to find the cure for."

Kim Niquette, MBA, of Mill Valley, Calif., writes, "My husband, Winston, and I launched Kivu Consulting this year. The firm provides investigative and analysis services to the legal and business community. If we are not working we are enjoying the great outdoors with Alienor (4) and Jasper (9 months)."

Sonnia Park-Dionisio, MBA, writes, "We are still living in London. After 10 years here, we can finally call it home. No plans to move back to the US in the near future. Katrina is now 7, and we also now have a 9-month-old baby boy named Matthew. It's a lot of fun having two! Peter is working at a hedge fund, and I'm working at Disney. If any of you come through London, it would be great to meet up. Hope all of you are well."

Terra Terwilliger, MBA, writes, "I am keeping busy growing my consulting business, which helps companies innovate new products and business models using leading-edge consumer Internet and other online technologies. In our spare time, Ian and I are buying a house in Menlo Park (despite the best efforts of Wells Fargo to avoid lending any money) and nursing an addiction to the board game Settlers of Catan. I keep working on writing my books but slowly, slowly..."

2000 | 10th MBA REUNION APRIL 23-25, 2010

Diane Bisgeier, MBA, of San Francisco, recently left Schwab to become director of product marketing for Soar BioDynamics, an innovator in personalized health analytics software. Soar launched in March with its first application addressing men's health, and will expand its application to other populations and conditions in the future. Diane learned about Soar through **Terra Terwilliger, MBA 1999**, so it was a true Haas networking victory.

Achim Dunnwald, MBA, of Cologne, Germany, writes, "All is well in Germany. Sometimes I wonder if I am the only one left who still works with the same company I started with upon graduation. I keep in touch with my Haas ties: I meet my MBA colleagues (**Patrick Meininger, Dirk Freise, Torsten Rehling, all MBA 2000**) each year for Thanksgiving (and more often), come to the Bay Area at least twice a year for McKinsey recruiting when I see some friends who have stayed. I have the pleasure to support Haas by giving the access to our Frankfurt and Munich offices for the full-time MBA information sessions every fall."



Werner Goertz, MBA 00

Werner Goertz, MBA, of Danville, Calif., writes, "I've been mentoring Haas MBA candidates searching for jobs. We believe that these unprecedented circumstances require a new look at how we strategize our careers, train and hone our skills, leverage our networks, and market ourselves in resumes, media channels, and interviews. One of my mentored students will be joining the Bertelsmann Leadership Program in Germany upon graduating from Haas. A tip: Read Robert Reich's *The Future of Success*. Our advice is based in his vision."

Kaoru Kano, MBA, writes, "I have been given a three-year assignment at Eli Lilly & Co. headquartered in Indianapolis, Ind. So the whole family – my husband, Steve, and our two boys, Ray (4) and Luca (1), just moved to Indianapolis on March 1 from Kobe, Japan, where the Eli Lilly Japan office is located. We found Indianapolis to be a great place for family, and are enjoying it very much!"

Laurie (Feldstein) Teichman, MBA, of Ramsey, N.J., is finishing her third year at Unilever as a senior brand manager on Hellmann's/Best Foods. She writes, "Son, Brady (5), and daughter, Addison (3), will welcome a new baby brother in August!"

2001

Jennifer Barron, MBA, of San Francisco, writes, "I recently got engaged! My significant other, Michael Malione, popped the question atop the roof terrace at The Fairmont on Jan. 9. We are planning an October wedding in the East Bay. I have been in the e-business group at Blue Shield of California for five years now. Michael teaches at the Academy of Art University. We hope to see several 2001 alums in attendance this fall!"



Jennifer Barron, MBA 01, and fiance, Michael Malione

Misha Cornes, MBA, writes, "I recently joined DraftFCB, a global ad agency formed by the merger of Draft Worldwide and Foote, Cone and Belding, as senior vice president, account planning director. I'm setting advertising strategy for EA and PG&E - the all-acronym job! It's my first foray into traditional media after many years in digital design. I'm still living in San Francisco with my wife and 2-year-old daughter."



Marcos Kulka Kuperman, MBA 01, Meets Prince

Marcos Kulka Kuperman (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 Prince talked with Kulka and more than a dozen other executives about how companies can partner with non-government organizations to fight climate change.

Eco Pellets is one of more than 76 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 empathetic."

A. Maria Dahl, MBA, moved to London in 2003 to work for IPSEN, 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 youngest is called Bjorn, which means 'bear' in Swedish. She writes, "Could it possibly be more Cal than that?"

Carlos Soublette, MBA, of Santiago, Chile, writes, "After seven years in different positions at Orica, I left in April for a new challenge. I'm moving to Frigorifico O'higgins S.A. (www.friosa.cl) as general manager. FRIOSA was acquired two years ago by the Perez Company group from Argentina. The company has an extensive record in the production, preparation and trading of beef and pork in Chile for internal as well as export markets. It is a big operation with 1,700 employees and vertically integrated from the nurseries 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!"



Carlos Soublette, MBA 01, and family

Haas Alumni Network

Worldwide Events



The Hong Kong dinner was organized by Tricia Tran, BS 99 (fifth from left)



Krystal Thomas, BS 94, and Mary Ann Biewener, MBA 84, at the Los Angeles dinner

Los Angeles

Annual Women in Leadership Dinner Goes Global

"We had a great Women in Leadership dinner in Shanghai," **Sharon Yang, MBA 99,** wrote after the event. "Our conversation mostly centered around tough business realities and challenges women (expat women in particular) face in China. All of us met someone we haven't met before, and we all look forward to attending similar events in the future."

That sentiment was shared by the 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.



Catherine Koshland, vice provost, academic planning and facilities; Delise Weir; and Gisela Fränken and Helen Bulwik, both MBA 72, at the Berkeley dinner



Shanghai organizer Sharon Yang, MBA 99, with Laurie Yan, BS 97, MBA 08

Shanghai



SF Celebration Explores Innovation and Culture

How does a company weave innovation into the fabric 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 Lyons** at the Seventh Annual Haas Celebration in San Francisco in March.

To watch a video of the talk, visit **haas.berkeley.edu/videos/gap.html**

Haas Community Connects at Reunion Weekend

The MBA Class of 2004 is all smiles at the family picnic, which capped off the annual MBA Reunion Weekend in late April. Over 500 alumni participated in three jam-packed days of activities, including personalized career coaching, class dinners, and a "Haas After Dark" party. "MBA Refresher" courses 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.**



Worldwide Contacts

United States

Arizona
Theda Nunn, BS 79
theda.nunn@earthlink.net

Colorado
Johan Smet, MBA 97
johan.smet@alumni.haas.org

East Bay
Lucky Sandhu, BS 96
lucky@reliancefinancial.com
Dean Suzuki, MBA 69
dean.suzuki@gmail.com

Florida
Jaime Alfaro, MBA 00
JAlfaro@mysterling.com

Georgia (Atlanta)
Richard Desarmes, BCEMBA 03
rdesarmes@mba.berkeley.edu

Georgia (Augusta)
Brooks Mendell, MBA 00
bcm3407@forestry.uga.edu

Hawaii
Kehau Kali, MBA 95
KehauKali@aol.com

Idaho
Joel Sargent, BS 62
joelsargent1@gmail.com

Illinois
Jim Barnett, MBA 04
Jimbarn99@yahoo.com
Cindy Karasick, MBA 02
c_karasick@yahoo.com

Iowa
Jennifer Kakert, EWMBA 01
jkakert@ilpcs.com

Los Angeles
Raffi Aharonian, BS 04
raffi.aharonian@gmail.com

Michigan (Detroit)
Peter Laudat, MBA 98
laudat@alumni.haas.org

Michigan (Midland)
Elizabeth Singleton, MBA 08
elizabeth_singleton@mba.berkeley.edu

Missouri
David Dickey, MBA 98
david.w.dickey@sprint.com

Monterey
Jeff Johnsen, MBA 94
jofftait@yahoo.com

Nevada
Kathleen Forsyth, MBA 76
haas.nevada@gmail.com

New England
George Reitter, MBA 70
gwr7@aol.com

New Jersey
John Gutman, MS 96
gutman@alumni.haas.org

New York
- **Entertainment, Marketing & New Media:**
  Megan Tobin, BS 91
  Mtobinn@t2minc.com
- **Entrepreneurs in Technology:**
  Chris Phenner, BCEMBA 03
  chris@phenner.org
- **Finance:**
  Karti Bhatt, MBA 06
  kartibhatt@gmail.com

North Bay
Christina Hollingsworth, BS 00
chollingsworth@pbllp.com

North Carolina
P.J. De Leon, MBA 94
deleon@mba.berkeley.edu

Orange County
Bart Young, MBA 75
byoung@youngcompany.com

Oregon
Mike Alperin, MBA 05
mikealperin@cal.berkeley.edu

Pennsylvania
Steve Blechman, MBA 86
steveblechman@yahoo.com

Sacramento
Martin Parker, BS 65
marty@parkerbiz.com

San Diego
Bill Beeson, BS 56
wbeeson997@aol.com

San Francisco
David Gimpelevich, MBA 98
gimpelev@alumni.haas.org

Seattle
Joyce Robertson, MBA 89
jmrseattle@hotmail.com

South Bay
Victor Adint, MBA 98
victor.adint@morganstanley.com

Texas (Austin)
Matthew Kaminski, MBA 06
matthew.kaminski@oracle.com

Texas (Houston)
Arturo Cornejo, MBA 92
corart@hotmail.com

Utah
Doug Clark, MBA 98
Doug.Clark@pobox.com

Washington, D.C.
Michelle Walker, MBA 02
shellywalker02@hotmail.com

Canada

Calgary
Russell Kalmacoff, MBA 65
russ@mountcorp.com

Edmonton
Erik Dmytruk, BS 01
erik.dmytruk@aimco.alberta.ca

Toronto
David Hirtenfeld, MFE 07
dhirtenfeld@gmail.com

Australia/ New Zealand

Australia
Gina Shafransky, BS 01
gina@shafransky.net

New Zealand
Ross McConnell, MBA 04
rossmcconnell04@hotmail.com

Europe

Belgium
Naard Broeckaert, MBA 01
naard_broeckaert@torrebos.com

England
Diego Groiso, MBA 02
diego.groiso@mba.berkeley.edu

France
Damien Dirringer, MBA 96
damien_dirringer@ernst-young.fr

Germany
Matthias Keudel, MBA 97
keudel@alumni.haas.org

Greece
Dimitris Giannis, MBA 00
dimitris@alumni.haas.org

Hungary
Peter Hajdu, MBA 05
peter_hajdu@yahoo.com

Italy
Ada Perniceni, MBA 98
aperniceni@hotmail.com

Netherlands
Naard Broeckaert, MBA 01
naard_broeckaert@torrebos.com

Norway
Tor Erland Fyksen, MBA 93
bankia_tef@bankia.no

Portugal
Dana T. Redford, CEE
Dana.Redford@cal.berkeley.edu

Russia
Konstantin Maslov, BS 00
maslovks@mail.ru

Spain
Mario Alvarez-Fernandez, MBA 98
mario.alvarez@mercermc.com

Switzerland
Urs Huber, MBA 93
u.huber@scasy.com

Turkey
Eyup Gulsun, MBA 03
gulsun@mba.berkeley.edu

Latin America

Argentina
Marcelo Quinones, MBA 97
marcelo_quinones@yahoo.com

Brazil
Fabio Matsui, MBA 03
fm@cypressassociates.com.br

Chile
Marcelo Vasquez, MBA 02
mvasquez@mba.berkeley.edu

Colombia
Leland "Lee" Miles, MBA 70
leemiles@mba.berkeley.edu

Guatemala
Juan Mini, MBA 99
juanmini@gmail.com

Mexico City
Carlos Dieguez, MBA 98
dieguez@alumni.haas.org
Ricardo Suarez, MBA 03
ricardos@jackbe.com

Peru
Freddy Amprimo, MBA 03
amprimo@mba.berkeley.edu

Venezuela
Jorge A. Viera, MBA 01
jviera01@alumni.haas.org

Asia

China (Beijing)
Roy Zhou, MBA 06
roy.zhou@mba.berkeley.edu

China (Hong Kong)
James Man, MBA 03
james.man@mba.berkeley.edu

China (Shanghai)
Ann Hsu, MBA 98
annhsu@alumni.haas.org

India (Bangalore)
Girish Venkatachaliah, BCEMBA 05
girishvenkat@yahoo.com

India (Mumbai)
Nidhi Jain, EWMBA 08
Nidhi.Jain242@gmail.com

India (New Delhi)
Rahul Chandra, EWMBA 05
rahulchandraa@yahoo.com

Indonesia
Matt Sinder, MBA 99
msinder@alumni.haas.org

Japan
Koji Abe, MBA 00
kabe2000@hotmail.co.jp

Korea
Jay Jung, MBA 03
jay.jung@samsung.com

Pakistan
Ali Hasan Butt, MBA 09
ali_butt@mba.berkeley.edu

Philippines
Joey Yujuico, MBA 71
joeyz.yujuico@gmail.com

Singapore
Matthias Goertz, MBA 95
Matthias.goertz@ewkp.com

Sri Lanka
Anosha Subasinghe, BS 91
anoshas@eureka.lk

Taiwan
Renee Wang, MBA 00
renee.wang@auo.com

Thailand
Apollo Chansrichawia, MBA 95
apollo@mie.co.th

Vietnam (Hanoi)
Linh Do, MBA 04
linhdo@gmail.com

Vietnam (Saigon)
Chris Zobrist, BS 02
czobrist@cal.berkeley.edu

Middle East

Iran
Arta Pirouz, BS 06
artapirouz@haasalum.berkeley.edu

Israel
Hagit Katzeneison, MBA 98
hagitkatz@hotmail.com

Kuwait
Rehda Behbehani, MBA 82
mredhab@yahoo.com

United Arab Emirates
Wiam Hasanain, MBA 08
wiam_hasanain@mba.berkeley.edu

Affinity Group Contacts

Berkeley Chinese Alumni International Association
Niandong Wang, MBA 04
niandongwang04@mba.berkeley.edu
Brad Bao, MBA 05
brad_bao@mba.berkeley.edu

Berkeley Digital Media & Entertainment Club
Christian Oestlien, MBA 06
christian.oestlien@mba.berkeley.edu

Berkeley-Columbia Alumni Chapter
Steve Hartman, BCEMBA 06
stevenphartman@cal.berkeley.edu
Christine Kelly Leong, BCEMBA 06
christine.kelly.leong@jpmorgan.com

Biotech Alumni
Reza Afkhami, MBA 03
rafkhami@mba.berkeley.edu

Diversity Alumni
Monica Stevens, MBA 96
monicast@wellsfargo.com

Energy Alumni
Urvi Parekh, MBA 09
Urvi_Parekh@MBA.Berkeley.edu

Entrepreneurial Alumni
Michael Berolzheimer, MBA 07
michael.berolzheimer@mba.berkeley.edu

Gay, Lesbian, Bisexual and Transgender Alumni
TBD

Health Management Alumni Association
Melissa Schoen, MPH/MBA 90
huntschoen@earthlink.net

Real Estate Alumni
Alex Waterbury, MBA 05
awaterbury@tcresidential.com

South Asian MBA Association (SAMBAA)
Anurag Mairal, EWMBA 05
AMairal@NDCUS.JNJ.com

Venture Capital Alumni
Linda Behnke, MBA 96
behnke@goldingcapital.com

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

Alumni Notes

2002

Robyne Eldridge, MBA, of Danville, Calif., writes, "I am a marketing director for Diageo working in Napa. Life is wonderfully full chasing around a 2 1/2-year-old and 6- month-old and balancing a career that allows me to indulge my passion for wine. Looking forward to reading up on my classmates latest adventures!"

Jungwook Lim, MBA, was named CEO of Lycos Inc., subsidiary of Daum Communications Corp. Prior to joining Lycos, Jungwook had held several management positions at Daum Communications Corp., including knowledge officer and vice president of the external affairs office. Lycos was acquired by Daum Communications Corp. in Oct. 2004. He recently moved to the Boston area where Lycos Inc. located from Seoul, Korea.

Einar Sigvaldason, MBA, of Reykjavik, Iceland, writes, "Greetings to everyone from my 2002 and 2001 graduation years. I just got back from Berlin, where my company TellmeTwin.com was rewarded the Red Herring European Top 100 Technology Companies award. Outstanding conference with lots of good European companies



Einar Sigvaldason, MBA 02

in Internet, clean-tech, cloud-computing, video, and TV. All the best from Iceland which is bursting with two things right now – innovation and new ventures and a wiped-out banking system."

2003

Sean Besser, MBA, writes, "I recently joined the Macrovision team as vice president of business development. While I am heading up business development efforts companywide, I will be primarily focusing on our digital content strategy. One of my key goals is to enable consumer TV viewing experiences to be more compelling and interactive by bringing Internet-delivered video, music, photos, and more directly to your TV through your guide."

Ramesh Dewangan, MBA, of Cupertino, Calif., writes, "My Haas MBA helped me change my career from engineering to product marketing. I manage a product line related to electronic design automation at a private EDA company. Would you believe my colleague in the adjacent office is also a Haas EvMBA? We both report to the same manager. I am pursuing a few other interests. I am the community block leader of my neighborhood. I am active with Toastmasters. As the area governor of a few Toastmaster clubs in the South Bay, I organized and conducted an inter-club speech contest. Thanks to helping hands from club volunteers, the event was successful!"

After five years at Industry Entertainment, **Adam Goldworm, MBA,** of Los Angeles, left the company where he served as executive vice president to start his own management/production company called Aperture Entertainment.

Jason Gursky, MBA, moved from JPMorgan to Citi in 2008 and continues to work in equity research following technology hardware companies. He is married with two daughters (5) and (2) and living in San Francisco. He writes, I am "spending most weekends on the soccer field, pitch coaching the little ones or enjoying downtime in Tahoe with the family. Amazingly, we got our oldest into a kindergarten in San Francisco, which is more difficult to do than getting into Haas!"

2004

Brian Leslie, MBA, writes, "Still with Deloitte Consulting in Seattle. Anna and I are busy with our new arrival, Liam Bruce Leslie, who was born on April 2. He's doing great as are his mom and his proud older brother, Roan."

Chad Rogers, MBA, of Boston, Mass., was named chief financial officer of Global Emergency Group, a humanitarian response consulting firm. He brings extensive experience in advising small, high-growth businesses in matters of fundraising, operational efficiency, business development, and other strategic finance decisions. He also has significant experience in helping new companies, either through a role as a CFO, majority investor, or board member, focus on the core activities and principles necessary for future success. Previously, he served as vice president at Fundamental Capital, a middle-market private equity firm making control investments in small, US-based businesses in a variety of industries. He also has significant experience working with various startups (public and private) in Silicon Valley.

Anand Shroff, MBA, of San Carlos, Calif., left Oracle after more than 11 years to join a small healthcare IT company called Axolotl Corp. The company provides health information exchange solutions for multi-facility hospitals or regional health information exchange entities. He is leading its product strategy/product management team.

2005 | 5th MBA REUNION
APRIL 23-25, 2010

John Cornwell, MBA, BA 89 (biophysics), and Briana Anderson, both of San Francisco, were married May 9 in Tiburon, Calif., at the Corinthian Yacht Club following last year's successful underwater engagement. More than a dozen Cal and Haas alums were in attendance. They were introduced by fellow Berkeley-Columbia MBA classmate **Gayle Miller, MBA 05.** John advises early stage technology ventures in the areas of financing and business strategy and Briana is in corporate communications with Kaiser Permanente.



John Cornwell, MBA 05, and wife, Briana Anderson, during their underwater engagement

Sanjay Wagle, MBA 01, Takes Energy Expertise to Washington

Sanjay Wagle, MBA 01, has moved to Washington, DC, to work as an adviser in the Department of Energy's Office of the Secretary, helping to guide stimulus spending on renewable energy.

Wagle's experience with renewable energy began at Haas, where he was part of a team that won the Global Social Venture Competition with an ocean wave energy technology. After Haas, he worked for Blum Capital Partners and then became a founding principal of Expansion Capital Partners, a venture capital firm focused on clean-tech investing. Wagle joined VantagePoint Venture Partners' clean-tech team in 2005.

Wagle writes, "It's been a great experience working in VantagePoint's clean-tech group for the last four years as the clean technology sector has developed so dramatically."

Rising Star Richard Velazquez, MBA 03

Richard Velazquez, MBA 03, has been honored as a "rising star" by the National Society of Hispanic MBAs (NSHMBA) for his work connecting mainstream and minority business cultures.



Richard Velazquez, MBA 03

Velazquez, a senior product planner for Microsoft's Xbox 360 console, is the co-founder and president of the Seattle chapter of the NSHMBA. He was one of three professionals honored by the national organization.

As the chapter president, Velazquez has been instrumental in helping to raise students' awareness of the association's scholarships. He also has led the chapter in partnering with companies and other diversity organizations to hold recruiting events, including a large event with Microsoft at the end of April.

"In his latest book, *Outliers*, Malcolm Gladwell talks about how successful people owe their success not just to talent and hard work, but to opportunities," says Velazquez, whose parents emigrated from Puerto Rico. "I credit my own success to the opportunities I was able to leverage, and I do this work so others can have opportunities they may not have had due to their circumstances."

Ray Kuate Konga, MBA, of McLean, Va., writes, "Building from the success of Gourmandia.com, the company I founded, I launched a second and more upper-class site, Lifestyle Gourmandia, http://lifestyle.gourmandia.com/. We also launched the World's First Gourmets Only Social Network, http://lifestyle.gourmandia.com/community/network/files/home.php. We are managing the recession with some worries, but remain very focused on increasing traffic to our sites. The company and I also committed to raising $100 million to support the CARE effort into empowering women in developing countries through a new program, Passport Gourmandia, http://www.passportgourmandia.org. The recession slowed the initiative a bit, but we remain committed into delivering that program sometime this year."

Hugo Pacanins, MBA, of Miami, Fla., writes, "I was promoted to vice president for RAM Development, a full-service real estate firm in Florida. On the personal side, my wife, Alejandra, and I just had our first baby girl, Federica, who is now 10 weeks old and doing great!"

2006

Angela Dorsey, MBA, of Huntington Beach, Calif., is engaged to Nicholas Kockler. The Sept. 5 wedding will take place in Laguna Beach, Calif.

Brian Mapel, MBA, of Martinez, Calif., formed BMA Construction Engineers Inc. at the beginning of 2009 to provide construction-engineering support for general contractors executing infrastructure construction.



Brian Mapel, MBA 06

2007

Mark Bachleda, MBA, writes, "My wife, Joy, and I had our first baby, Olivia Marie Bachleda, on April 1."

Aditi Patwardhan, MBA, of Fremont, Calif., is busy enjoying life as product manager at Formfactor and as a mom to her 4-year-old daughter and 2-year-old son.

2008

Laura Draxler, MBA, of the San Francisco Bay Area, writes, "I have been consulting at clean-technology companies in the past year and have been a volunteer mentor and mock judge for the California Clean-Tech Open. I have also led a development team for an early-stage cardiac medical device company."

Emily Olman Levis, MBA, writes, "The fall and winter in Berlin have been great, but boy are we ready for spring! If you are in Germany give me a shout. I have been on the Robert Bosch Fellowship this year, and am just finishing up consulting at the Aspen Institute Germany before starting at the American Jewish Committee in April. Jason is playing drums for a German band called Susie Asado, and has been hard at work composing. Auf wiedersehen!"

Rebecca Lynn, MBA, of San Francisco, was promoted to principal at Morgenthaler Ventures. She recently was appointed to the board of Lending Club, a lending network for individual borrowers and lenders, in which Morgenthaler led the Series B round.

Huzefa Mehta, MBA, of San Jose, Calif., is working on setting up infrastructure for Efficient Buildings. His current focus is on energy analytics for home and office and green material analysis for construction. He was part of a three-week expedition, which climbed Mt. McKinley, Alaska, in May 2008, and completed a 155-mile ultra run across the Gobi in June 2009.

Thomas Rocco, MBA, writes, "In January, I accepted the position of CMO at Portfolio Media, publisher of Law360, and relocated from northern California to New York."

Luis Tong, MBA, of San Francisco, writes, "2008 was an exciting year! After graduating from Haas, I started a new career at IBM, and I married Unkei Wu on December 27, 2008. Even though we both grew up in Lima, Peru, we met and fell in love in San Francisco. After being together for 5 years and seven months of long-distance wedding planning, we tied the knot in our hometown Lima. Some of our guests traveled to Lima all the way from the San Francisco Bay Area, Sacramento, Boston, New York, Santa Barbara, New Jersey, Kentucky, and Hong Kong. We spent a relaxing honeymoon in Buenos Aires, Argentina, where we welcomed 2009. We are now enjoying our lives together as newlyweds, and we look forward to our future together."



Luis Tong, MBA 08, and wife, Unkei Wu, at their wedding in Lima, Peru

2009 | 1st MBA REUNION
APRIL 23-25, 2010

Sumeet Verlekar, MBA, writes, "We went down the Grand Canyon and back in a single day. The achievement was notable since we had our 3-year-old son with us and the weather was freezing cold."

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

Alumni Notes

MFE

2007

Swaroop Yalla, MFE, spent the past two years developing and pricing real estate derivatives in the securitized products group at Morgan Stanley in New York. He is in the midst of making a switch into Morgan Stanley equity and economic real estate strategy group covering commercial real estate and REIT 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."

PhD

1971

William Halal, PhD, of Washington, DC, writes, "I just published my sixth book, *Technology's Promise: Expert Knowledge on the Transformation of Business and Society* (London: Palgrave Macmillan, 2008). Would be happy to hear from fellow alums at halal@gwu.edu."

1972

Michael Stebbins, PhD, is professor emeritus, management, in the Orfalea College of Business at Cal Poly, San Luis Obispo, where he teaches courses in organization design and managerial consultation. He is a member of several European-based research networks and has published extensively about sustainable work systems design, collaborative management research, 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 Sciences: The Challenge of the Scholar-Practitioner*, devoted to the collective research contributions of the psychologist Edgar Schein (Volume 45, No. 1, March 2009). Mike and his wife, Margaret, BA 67 (English), are avid gardeners and enjoy hiking the beautiful hills and beaches of California's Central Coast.

1983

Paul Tiffany, PhD, of Santa Rosa, Calif., writes, "I continue to teach as a senior lecturer at Haas, which I have done since 1994 offering classes to the MBA and Berkeley-Columbia Executive MBA programs (though, alas, no longer teaching in the Haas undergraduate school). My teaching in other parts of the world also continues; currently I am involved in MBA programs in Thailand, Denmark, Switzerland, and China, and corporate lecturing assignments take me to many other regions as well."

1985

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

Executive Development

2002

Kevin Haug, Executive Development, of San Diego, Calif., writes, "I started a new company, Ulesco, to take your ideas and bring them from concept to a final consumer product. We handle the manufacturing and prototypes and leave the IP to you. Recent Products: mobile phone (GSM), medical wireless – from tracking devices to measuring medicines – watt meter, disease detection on a stick, peanut tester on a stick, time recorder, wireless agricultural detection for water and chemicals, protein checker, CO sensors, fiber optic data tester, and water flow testers. If you have any interest in seeing your product in a concept with working prototypes, please visit our Web site, ulesco.com."

In Memorium

James Callaghan, BS 27, MA 34 (Ed.)
Frank Allen, BS 34
Stuart Menist, BS 34
Robert Fischer, BS 36
Richard Frisbie, BS 37, JD 42
Oscar Makoff, BS 37
Harold Blucher, BS 38
Verne Bonette, BS 38
George Girot, BS 38
John Monninger, BS 38
Alvin Chan, BS 40
Raymond Haynes, BS 41
Arthur McDonough, BS 41
Frederic Rea, BS 41
William Conley, BS 42
Rodger Dunstan, BS 42
Calvert McPherrin, BS 42
Halbert Selby, BS 42
Robert Henderson, BS 43, MBA 48, JD 52
Albert Wright, BS 44
Cecil McDowell, BS 45
Patricia Seymour, BS 46
Jack Urch, BS 46
Robert Price, BS 47
Delmar Rinfret, BS 47
William Coleman, BS 48
Edward Cumming, BS 48
Stanley Judell, BS 48
Henry Morris, BS 48
Sadao Nakashima, BS 48, JD 51
Robert Thomas, BS 48
Ralph Wieg, BS 48
Eugene Bulin, BS 49
Roy Kanoff, BS 49
Richard Scott, BS 49
Olin Sohm, BS 49
Stanley Tom, BS 49
Marc Woessner, BS 49
Hector Garcia, BS 50, BA 51
Louis Gianelli, BS 50
Thomas Landess, BS 50
Merle Lundberg, BS 50, MBA 55
James McNeill, BS 50
Amile Okasaki, BS 50
Raymond Crawford, BS 51, MBA 55
Robert Cummings, BS 51
Allan Millar, BS 51
Jere Parker, BS 51
John Bull, MBA 52
John Loughlin, BS 52
Harold Ellis, BS 53
Toini Kari, BS 53
Charles Hines, BS 54
William Wood, BS 54
John Millis, BS 56
John Roth, BS 58
Gary Worsham, BS 58
Richard Murphy, BS 59
Donald Pihl, BS 59, MBA 64
George Burgi, BS 60
Louis Jansa, MBA 61
George Damoulos, MBA 62
Charles Reichwein, BS 63
Neil Richards, MBA 64
Leonard Lepera, BS 66, MBA 67
Tom Horsley, MBA 67
Stephen Blinn, BS 69
Gawain Fong, BS 69
Herbert Kidd, BS 69
Gary Pennington, BS 69
Gilbert Locke, BS 72, MBA 77
John Sanford, BS 72
James Wells, MBA 74
Darrell Hirashima, BS 75
Joy Yorgan, BS 76
Jay Morrison, PhD 77
Nancy Hable, BS 78, MBA 83
Grant Benech, BS 79, MBA 81
Denise Durant, BS 81
Lee Barrett, MBA 83
Francesca Viarnes, BS 85
Radha Wood, MBA 92
Rollan Kim, MBA 93
Viktor Vorontsov, BS 10

Obituaries



Computer Simulation Expert Austin Hoggatt

Haas School Professor Emeritus Austin "Auggie" Hoggatt, a simulation expert who helped start the Berkeley Energy and Resources Group, died of congestive heart failure at his home April 29. He was 79.

Before joining the business school at UC Berkeley in 1957, Hoggatt earned his PhD at the University of Minnesota, Minneapolis, writing the first thesis in the US that used simulations with a human-to-computer interface.

Hoggatt served as the director of UC Berkeley's Computer Center from 1961 to 1962. At the business school, he co-founded the Management Science Laboratory with Professor Fred Balderston in 1968 and served as its chairman. The lab, funded by the National Science Foundation, was the first to run computer simulations in game theory and experimental economics with human-to-computer interface, according to his family.

Hoggatt and Balderston co-authored an influential book, *Simulation of Market Processes*, based on computer simulations they had conducted on the lumber industry.

"The book was a breakthrough because this kind of analysis of an entire industry was not possible before the advent of computers," Haas Professor Thomas Marschak said. "Hoggatt was a pioneer in computing even before the field of computer science had emerged."

In 1972 Hoggatt was invited by former Berkeley Professor John Holdren, currently President Obama's adviser on science and technology, to help launch the interdisciplinary Energy and Resources Group to foster research and leadership in environmental resources and sustainability at UC Berkeley.

Hoggatt taught mathematics, statistics, and quantitative methods at all levels, from undergraduates to PhD students.

Hoggatt is survived by his wife of 57 years, Patricia Jane Lynn, with whom he raised five daughters – Lynn, Tina, Karen (deceased), Dawn, and Wendy. Donations in honor of Hoggatt may be made to The Bear Fellowship at the Energy and Resources Group, University of California, Berkeley, erg.berkeley.edu, (510) 642-1640.



Transportation Expert Ernest Koenigsberg

Professor Emeritus Ernest Koenigsberg died of heart failure at his San Francisco home on April 20, four days after his 86th birthday.

Koenigsberg joined the Haas School as a lecturer in 1963 and was appointed professor in 1982. He retired in 1991.

An expert in operations research and management science, Koenigsberg focused much of his work on transportation and shipping. He was also a popular teacher.

"He embodied everything we wanted in the classroom," said former Haas School Dean and faculty colleague Raymond Miles. "He was an excellent teacher who could bring real-world experience into his classes."

Koenigsberg is survived by his wife of 54 years, Susan; his daughter, Joanna, of London; his son, Martin, of Los Angeles; and four grandchildren.

Donations may be sent to the American Friends of The Hebrew University, One Battery Park Plaza, 25th Floor, New York, NY 10004, or via credit card at afhu.org/civicrm/contribute/transact?reset=1&id=1.



VC Veteran Jay Morrison, PhD 77

Venture capitalist Jay Morrison, PhD 77, a longtime supporter of entrepreneurship at the Haas School, passed away Jan. 6 after a battle with brain cancer. He was 61 years old.

Morrison was an active speaker and adviser to the Berkeley Entrepreneurs Forum, a series of events organized by the Haas School's Lester Center for Entrepreneurship and Innovation. He received a special award from the Lester Center at its 2008 annual dinner for his contribution to the field of entrepreneurship.

"Jay was true gold and blue. He was a consistent and solid friend of the Lester Center and an inspiration to generations of students," said Jerry Engel, the Lester Center's executive director. "Jay will be missed by all of us very much."

Morrison spent more than 25 years in the venture capital industry, first at Berkeley International Capital and then later as founder and general partner of Newbury Ventures. At Newbury, he focused on investments in communications systems, semiconductor devices, and software. He also was a senior research fellow at the National Bureau of Economic Research.

Morrison earned a BS in industrial engineering and an MS in operations research from Ohio State and a PhD in management sciences from the Haas School.

Morrison is survived by his wife, Jody Poor Morrison; his son, Geoffrey; and his daughter, Kimberly. In lieu of flowers, the family asks that donations in Morrison's honor be made to Room-to-Read, 111 Sutter St., 16th Floor, San Francisco, CA 94104 or The Make-A-Wish Foundation of America, P.O. Box 29119, Phoenix, AZ 85038.



Alumnus Rich Roberts, MBA 99,

Richard C. Roberts, MBA 99, died peacefully at home in San Rafael on April 23 after a courageous battle with cancer. He was 38.

Roberts was born and raised in Massachusetts, where he graduated from Boston College. He began his career as a CPA at Coopers & Lybrand and soon moved out west to Southern 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. While at Haas, he discovered his entrepreneurial streak and began working at startups in San Francisco. He co-founded and sold an Internet marketing company, GetRelevant, and helped turn around a struggling CD/DVD duplication service.

After discovering he had cancer, Roberts chronicled his battle against the disease for family and friends on a sometimes humorous blog, http://richfights.blogspot.com/.

"To say Rich was an inspiration is quite the understatement. In class he was gregarious, smiling, and a great team member and contributor," said Jerry Engel, executive director of the Lester Center for Entrepreneurship and Innovation. "After Rich became ill, though, he became a leader, a role model for all of us to look to when we meet challenges in our own lives."

Roberts enjoyed traveling, and some of his favorite spots were Bali, Thailand, Costa Rica, and Australia. A passionate swing dancer, Roberts coordinated many swing dance nights with his friends while he was at Haas.

Roberts is survived by his wife, Michelle; daughter, Lucy; parents Richard (Duke) and Diane; and sister, Sharon Pina, and brother-in-law, David Pina, and nieces Lauren and Rachel Pina.

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

- A fund to benefit his daughter's education. Please make a check payable to Lucy Roberts and send it to The Lucy Roberts Fund, 2030 Union St., Suite 205, San Francisco, CA 94123.
- The Richard C. Roberts Scholarship, established at Roberts' high school alma mater in Massachusetts. Please make checks payable to Bishop Stang High School and note that your donation is for the Richard C. Roberts Scholarship. Contributions should be sent to Richard C. Roberts Scholarship, Bishop Stang, Attention: Advancement, 500 Slocum Road, North Dartmouth, MA 02747.
- The Melanoma Research Foundation, melanoma.org/memorialdonation.aspx.



Building a Career in Microfinance

Haas Alumna treks to remote corners of Asia to improve the lives of women

Anjali Banthia (middle, with hat), BS 03, meets school girls in Mongolia.

By Anjali Banthia, BS 03

I'll never forget Asma and Shahnaz, two entrepreneurs I met on a very hot, long day in Lahore, Pakistan.

I was interviewing Asma, a 34-year-old mother of seven, while researching the barriers to women's micro-enterprises as part of a team from Women's World Banking, an international network of microfinance institutions. When Asma walked into our cramped, humid interview room, I remember being taken aback by her frail frame and yellowish skin, which I soon learned were the symptoms of a debilitating case of Hepatitis C. As Asma told us about her grueling daily schedule, which included waking up at 4:00 a.m. to care for her seven children, managing her household, and knitting sweaters to sell in the local market, I couldn't imagine the struggles she endured to support her family.

While Asma's quiet dignity and her difficult life deeply moved our team, we were uplifted when we met Shahnaz, a boisterous, charismatic beautician who began telling us all about her thriving beauty salon business as soon as she entered the room. Even before we could ask her a question, she was already recommending new hairstyles for each of us! We learned that Shahnaz had not only run a successful beauty salon in central Lahore for over 12 years, but she had also trained more than 200 women to be beauticians and hairdressers — all while raising an autistic son and her two other young children.

On the surface, Shahnaz could not have been more different from Asma. But I realized that as mothers and businesswomen, they shared a common dream of providing a better future for their children. They faced similar financial obstacles to managing their households and businesses, such as paying for health care or finding resources to invest in better supplies.

Their stories – and the stories of other women like them around the world – inspire my work in microfinance and reinforce my passion for researching and developing innovative financial products that can help reduce these financial obstacles for the poor.

A New Frontier in Microfinance

Most commonly, microfinance institutions provide tiny business loans to micro-entrepreneurs, usually women. Yet the development of a full suite of impactful and profitable 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 for the poor, housing loans, and advances in technology such as mobile phone banking to expand access to microfinance into rural and remote regions.

> "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."

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 Co. 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.

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 training I received at Clorox and the knowledge I gained at Haas in such business disciplines as marketing and finance. I also like 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 profits for reinvestment and/or dividends for social investors.

Empowering Teens in Mongolia

One especially memorable recent assignment took me to Mongolia, where I worked on researching and 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. Speaking with girls about their dreams and financial goals at a school in Ulaanbaatar (pictured above) was one of the project's highlights. I was truly impressed by their intelligence and confidence, and I am excited to see how our program (currently being tested in Mongolia) will enhance those qualities.

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. Long before I discovered my passion for microfinance, the energetic environment of activism and global awareness at Cal sparked a desire and a sense of responsibility in me to use my education to help contribute to a better world. For me, that feeling came as much from activism on Sproul Plaza as the classrooms at Haas, where we were encouraged to use business skills to make a positive impact in the world around us. Just as important, the global network of lifelong friends, colleagues, and faculty from Haas constantly inspire me with their dedication to do good business and good work. Go Bears!

Haas@Cal

ALUMNI ONLINE COMMUNITY

New Tools • Exclusive Network • Richer Connections

JOBS **Hire Haas!** Whether searching or hiring, start here. Hundreds of jobs. Posting is free. Quality is high.

NETWORKING **Meet the best.** No other site has ALL Haas alumni. No other site has ONLY Haas alumni.

EMAIL FORWARDING **Wear the brand** of a top ten business school on every email you send. Discreetly prominent: your_name@haasalum.berkeley.edu or your_name@mba.berkeley.edu

AFFINITY GROUPS **Share your interests**, talents, and aspirations. 60 groups and growing. Grow one of your own!

ROI **Increase your value.** Strengthen our worldwide network.

University of California Berkeley Haas Alumni Network

Plug In!

haas.berkeley.edu/alumni

Your PIN is the five- or six-digit number above your name on the CalBusiness mailing address.