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Haas School of Business

APRIL 24–26
2009

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April 24-26, 2009

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haas.berkeley.edu/alumni/reunion

Make your travel arrangements and plan to attend Haas MBA Reunion 2009. Join your classmates, Dean Lyons, and your favorite faculty for a fun and informative weekend filled with activities designed especially for you.

Thursday, April 23
Personalized Career Advising

Friday, April 24
Personalized Career Advising
Class Socials – Get together with your classmates to network and catch up at a designated location or activity organized by reunion volunteer committees.

Saturday, April 25
All-Alumni Reunion Conference: Leading in Uncertain Times

- Keynote presentation – **Biz Stone, Co-founder, Twitter**
- MBA Refresher tracks featuring top faculty and timely topics
  - Strategy (Paul Tiffany)
  - Marketing (Rashi Glazer)
  - Leadership (Jenny Chatman)
  - Innovation (Henry Chesbrough)
  - Negotiations (Laura Kray)
  - Personal Finance (Greg LaBlanc)
  - Community Leadership (Nora Silver)
  - Career Workshop – Web 2.0 for Managing your Career

Reunion Dinner – Claremont Resort & Spa
Networking reception followed by individual class celebrations and the perfect nightcap – Haas After Dark – featuring live music, dancing, and special guests.

Sunday, April 26
Class Picnics – Tilden Regional Park
Activities for the whole family, catering by Top Dog.

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haas.berkeley.edu/alumni/reunion

Winter 2009

Prof. David Aaker: How to Span Marketing Silos

CalBusiness

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



The Future of the Economy

Five Haas Experts Propose Solutions for the Current Crisis



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DEAN RICH LYONS

- Lunch with Dean Rich Lyons
- Meet the Faculty: First Haas Investors Roundtable with Kellie McElhaney, Center for Responsible Business, April 23, 2009
- Access to recruiting services and students
- Stay informed and learn the latest ways to connect to Haas through our new electronic newsletter, *Corporate and Foundation Relations Quarterly Update*



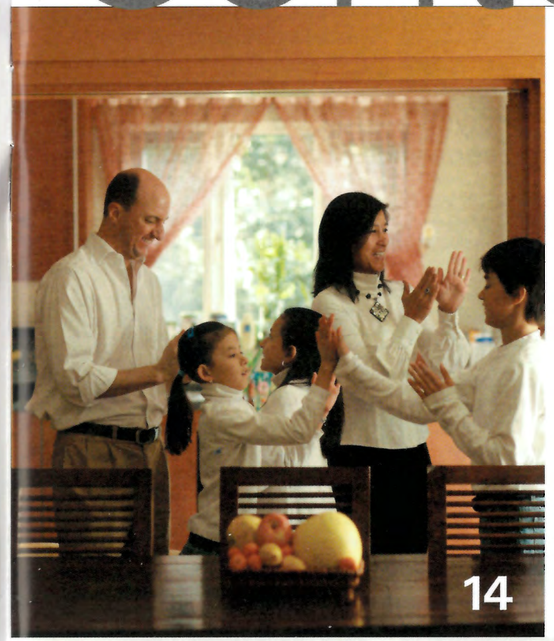
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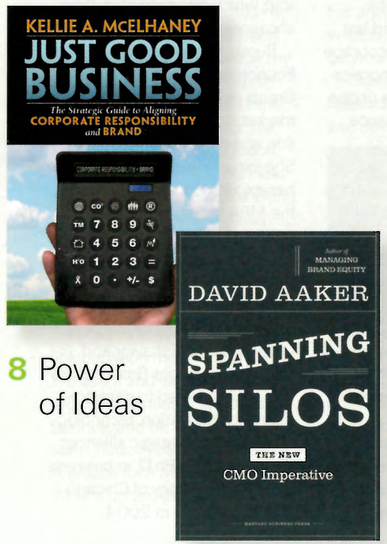


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Winter 2009

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University of California
Berkeley
Haas School of Business

In Brief

News from the Haas School

Haas Signature Events

March 26
Haas Gala & Campaign Celebration
New York

April 24-26
MBA Alumni Reunion Weekend
Berkeley

May 30
Haas Gala & Campaign Celebration
Los Angeles



Prof. Hayne Leland won the $100,000 Stephen A. Ross prize for his work in financial economics.

Leland Receives $100,000 Financial Economics Prize

Finance Professor Hayne Leland won the first-ever Stephen A. Ross Prize from the Foundation for the Advancement of Research in Financial Economics for his research in corporate debt pricing and capital structure.

Leland won the award for his 1994 *Journal of Finance* paper "Corporate Debt Value, Bond Covenants, and Optimal Capital Structure." The paper analyzed how firms determine the optimal mix of debt and equity to acquire funding at the lowest cost, balancing tax advantages with potential default costs.

Leland's paper was among more than 350 articles considered by the foundation, a global consortium of finance academics and practitioners. The foundation created the $100,000 biennial award last year to recognize and encourage research in financial economics — a field that explains the underpinnings of corporate finance and capital markets.

"Just as mathematics has the Fields Medal, finance research now has the Ross Prize to recognize the pioneering discoveries in financial economics," says Haas School Dean Rich Lyons, also a finance professor. "I couldn't think of a more deserving individual to be honored with the first Ross Prize than my colleague Professor Hayne Leland."

Leland, a professor at the Haas School since 1974, also examined the determinants of debt value and default in his seminal article. Subsequent research has built on his analysis and insights to examine how firms adjust the mix of debt and equity over time and how this affects pricing in financial markets. CB

Busse, Ding, Livdan Win Fellowships

Meghan Busse, Waverly Ding, and Dmitry Livdan are the 2009-2010 recipients of Schwabacher Fellowships, the highest honor the Haas School confers on assistant professors each year.

Schwabacher fellows receive modest financial support and benefit from a reduced teaching load during the award period. A Haas School executive committee chooses recipients of the fellowship, which recognizes teaching and research accomplishments.

Busse, a member of the Haas Economic Analysis and Policy Group, researches issues of market structure and competition and price discrimination. She joined Haas in 2002 and has excelled in teaching in the MBA program. Busse, currently on sabbatical, earned her Ph.D. in economics from the Massachusetts Institute of Technology.

Ding, a member of the Organizational Behavior and Industrial Relations Group, examines issues related to entrepreneurship, innovation, technology strategy, and strategic alliances. She earned her Ph.D. in business from the University of Chicago and joined Haas in 2004.

Livdan, a member of the Finance Group, earned a Ph.D. in finance from Wharton and a Ph.D. in physics from the City University of New York. His research spans asset pricing and corporate finance. Livdan, who left Ukraine in 1991, joined Haas in 2007. CB

Teece Takes New Role in UC System

Professor David Teece has stepped down as director of the Institute of Management, Innovation, and Organization (IMIO) and accepted an appointment to the University of California system-wide Board on Science and Technology.



Prof. David Teece

Teece, who holds the Thomas W. Tusher Chair in Global Business, became director of the Center for Research in Management, IMIO's predecessor, in 1983. The center received institute status in 1994.

The mission of IMIO has been to promote and facilitate interdisciplinary research on management, organization, policy, and technology.

"The study of innovation and organizations has animated my own research, and it has been delightful for me to leverage my interests and energy into programs and resources that have supported so many of our students and faculty," says Teece, who continues to hold his Haas professorship. "I am now looking forward to seeing what I can do to help on these issues at a system-wide level working with UC President Mark Yudof."

The UC Board on Science and Technology is the primary link between the Office of the President and industry on strategic issues related to education, science, and technology at the state, national, and global levels. A search for a new director for IMIO is underway.

During Teece's tenure, the institute's annual revenue grew from $150,000 to $8 million. Teece directly raised more than $15 million in endowments from such organizations as Hewlett- Packard, Xerox, and the Tokyo Foundation. He also launched UC Berkeley's interdisciplinary Management of Technology Program, created several new centers, organized countless seminars and conferences, and founded the academic journal *Industrial and Corporate Change* (published by Oxford University Press).

"David Teece's work has had a major impact on students while also playing an enormous role within his field through the development of new ideas about everything from technology management to intellectual property," says Dean Rich Lyons. "We are deeply grateful for all that David accomplished during his tenure there." CB

Chesbrough: Top 50 Innovation Author

Adjunct Professor Henry Chesbrough has been named one of the top 50 authors in the field of technology and innovation management by the International Association of Management of Technology.

The award is based on quantitative analysis of research published in leading academic journals between 2003 and 2007.

Chesbrough has published research on industrial research and development processes, management of intellectual property, and services innovation. He is the author of the 2003 award-winning book *Open Innovation: The New Imperative for Creating and Profiting from Technology* and its 2007 sequel, *Open Business Models: How to Thrive in the New Innovation Landscape.* CB



Prof. Henry Chesbrough

Letter from the Dean

Dear Haas School Alumni and Friends:

I am introducing a regular letter in *CalBusiness* magazine to briefly update you on the major issues that my colleagues and I are working on. This first letter will give you a sense of our quickening momentum.



Faculty Hiring: Our first priority is to enhance our already world-class faculty. We are actively recruiting 11 faculty members for this hiring season, representing unprecedented growth in the size of the Haas faculty. In a difficult budget year for many other business schools and universities, Haas has the financial capacity to fund ten of the new positions itself; one will be funded by the university. The new faculty members will enable us to offer more and a greater variety of courses, as well as add to the school's production of new knowledge and ideas.

Campaign and Strategy Working Group: In November, we held the first meeting of the new Campaign and Strategy Working Group, which is composed of faculty and receives input from alumni, students, and staff. The group's goals are to continue refining the school's capital campaign priorities, refresh the school's strategic plan, and make sure the two are in alignment. I have set May 1 as a deadline for the Haas faculty to vote on our new plan. For more details on the capital campaign and its priorities, please see the insert in the middle of this magazine.

Facility Issues: We have just completed a major architectural and space review of our current building complex. We expect to soon announce a master plan for major renovations and improvements in 2009 and 2010.

I am delighted and honored to be here as your dean. I have a fierce passion for our extraordinary institution and look forward to engaging your support.

Yours,

Richard K. Lyons
Bank of America Dean
Haas School of Business

In Brief

Students and Scientists Team Up to Fast-track Clean Technology

Biomass in woody plants may be one step closer in the move from field to fuel tank, thanks to an innovative collaboration between scientists at Lawrence Berkeley National Laboratory (LBNL) and Berkeley MBA student members of the Berkeley Energy and Resources Collaborative (BERC).

The partnership, called "Cleantech to Market," or C2M, dispatched five cross-disciplinary student teams to evaluate the commercial viability of clean technologies under development at LBNL. UC Berkeley graduate students from business, law, public policy, and engineering assessed technologies that include a novel solar-chemical storage device, a breakthrough fabrication method for photovoltaic devices, and the use of ionic liquids to pre-treat biomass for conversion to biofuel.

In addition to the five teams who evaluated new technologies, three teams focused on energy policy and analysis. Eighteen Berkeley MBA students participated in the new 10-week program, which began in September.

C2M was started by student leaders from BERC, an interdisciplinary organization founded by Berkeley MBA students, including co-chair Naveen Sikka, MBA 09, who teamed up with LBNL's Technology Transfer Department to create the program. Haas School Associate Professor Catherine Wolfram, co-executive director of the Center for Energy and Environmental Innovation, was also instrumental in its creation.

As part of the program, students on the technology teams delivered market analysis assessing such components as revenue potential, commercialization challenges, target customer profiles, and possible venture or industry partners.

"For scientists, new business considerations are really on the back burner," says Blake Simmons, vice president of deconstruction for the US Department of Energy's Joint BioEnergy Institute, which developed the ionic liquid technology and whose inventions are managed by LBNL's Technology Transfer Department. "Working with students interested in business planning right out of the gate really offers a refreshing perspective." CB



First-year MBA students Dwight Crabtree and Adam Lorimer (left and center) teamed up with Blake Simmons (right) of the US Department of Energy to commercialize a new biofuel technology.

Tyson to Advise Obama on Recovery

Professor Laura D'Andrea Tyson was appointed to the newly created President's Economic Recovery Advisory Board that President Barack Obama created in early February. The advisory board is charged with overseeing the new economic stimulus package signed into law Feb. 17.

Tyson's previous experience advising the White House on economic policy includes chairing the National Economic Council from 1995 to 1996



Prof. Laura D'Andrea Tyson

and chairing the President's Council of Economic Advisors from 1993 to 1995, both during the Clinton presidency. Last year she advised the Obama presidential campaign.

"I am thrilled that Laura will have a chance to influence the economic policies of the nation at such a critical time," says Dean Rich Lyons.

The 17-member Economic Recovery Advisory Board includes Chair Paul Volcker, former chairman of the Federal Reserve Bank; several members from academia; and executives from a variety of companies and organizations, including General Electric, TIAA-CREF, and the AFL-CIO.

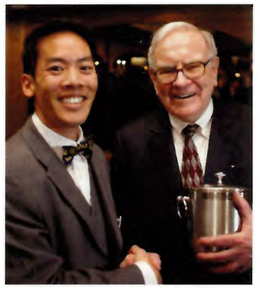
Tyson joined the Haas School faculty in 1990 and served as dean from 1998 to 2001. Tyson serves on the boards of directors of AT&T, Eastman Kodak, and Morgan Stanley. CB

MBAs Meet Oracle of Omaha

People would work just as hard if there was an increase in taxes, renowned investor Warren Buffett told more than a dozen Haas School students during their visit Nov. 21 to Omaha, Neb.

"In a survey of his company, the average employee paid 32 percent in income taxes, while Mr. Buffett paid 17 percent in taxes last year," Diana Lai, MBA 09, wrote in a blog about the event. "He said that this was unfair."

Lai was one of 27 Berkeley MBA students who participated in a comprehensive two-hour question-and-answer session with Buffett, chairman and CEO of Berkshire Hathaway, at his office, followed by lunch at a local restaurant. The visit included six business schools from across the country and was broadcast Dec. 4 in a Fox Business Channel special called "Warren U."



Zach Chan, MBA 10, thanks Warren Buffett for meeting with Berkeley MBA students.

To thank Buffett, the Haas Finance Club presented him with a silver "Rescue Bucket" engraved with the Haas logo to symbolize his investments that have helped companies during the current financial crisis.

This was the second year in a row that Berkeley MBA students have met Buffett, who hosts similar events seven times a year. CB

Haas Triumphs in Business Competitions



Citi International Case Competition winners and judges (left to right) Sean Huang, BS 09; Shengman Zhang, Citi country officer; Stephen Nanson, Hong Kong University Science and Technology associate professor; Jimmy Shi, BS 10; Wei Li, BS 09; and Sagar Gupta, BS 10.

Several undergraduate and graduate students took home business competition prizes this past fall. The winners include:

- A team of undergraduates scored a major victory in Hong Kong, besting 17 other schools in October to win the **Citi International Case Competition** at the Hong Kong University of Science and Technology.
- Satadip Dutta, MBA 09, beat competitors from 11 business schools to claim the $3,000 top prize at the **International MBA Sales Competition** hosted by MIT's Sloan School of Management.
- Khuram Hussain, Nick Jablonski, Bernie Lin, and Harvey Villarica, all MBA 10, claimed the $1,500 second-place prize in the **Reaching Out MBA Case Study Competition** Nov. 1 in Washington, DC.

Conference Honors Former Dean, Alum

Former Haas Dean Raymond Miles and co-author Charles Snow, Ph.D. 72, were honored at a conference held in December in Great Britain to mark the 30th anniversary of their seminal management book, *Organizational Strategy, Structure, and Process*.



Former Haas Dean Ray Miles



Prof. Charles Snow, Ph.D. 72

The conference, titled "Organizational Strategy, Structure, and Process: A Reflection on the Research Perspective of Miles and Snow," was organized by Cardiff University and was held from Dec. 3 to Dec. 5.

Miles is a Haas School professor emeritus who served as dean from 1983 to 1991. Snow is a Mellon Foundation faculty fellow at Penn State's Smeal College of Business who studied under Miles while earning his Ph.D.

Originally published in 1978 and reissued by Stanford University Press for its 25th anniversary in 2003, *Organizational Strategy, Structure, and Process* bridged the fields of strategic management and organizational behavior. The book has been cited in more than 1,100 scholarly works, has been translated into both Japanese and German, and is used widely in classrooms around the world. CB

In Brief

John Hanke of Google Earth Becomes Haas School Executive Fellow

Homing in for 3-D close-ups of everything from Mount Everest to the Eiffel Tower has become routine for the users of Google Earth, thanks in part to John Hanke, MBA 96, who created the first company to make complicated virtual models of the planet easily accessible.

Hanke co-founded Keyhole, which created the world's first online virtual globe, called "Earthviewer," and was acquired by Google in 2004. Now director of product management for Google Maps, Local, and Earth, Hanke will share his entrepreneurial insights with the Haas School as its second executive fellow. Tom Kelley, general manager of the design firm IDEO, became the school's first executive fellow in June 2007.

The executive fellow position was created for respected executives and thought leaders, who serve as advisors to the dean, faculty, and staff. Students also gain exposure to these top thinkers as they participate in events and programs throughout the school year.

Hanke's entrepreneurial journey began in 1995 when he partnered with Berkeley MBA classmate Steve Sellers, MBA 96, to form Archetype Interactive, creator of one of the world's first graphical, massively multiplayer online games, which was acquired by 3DO. After a couple of years at 3DO, Hanke co-founded another computer gaming company, Big Network, acquired by eUniverse in 2000.

In 2001, Hanke collaborated with software executives from Silicon Graphics and Disney to found Keyhole. After navigating the ups and downs of the dot-com bubble, Keyhole was snapped up by Google and Keyhole's "Earthviewer" technology became "Google Earth."

Since the acquisition, Hanke has been working at Google to create products to store, organize, and visualize information about the earth. His advice to innovators: "Do things your own way and be your own judge of 'success.'" CB



Google Earth's John Hanke, MBA 96, will bring his entrepreneurial insights to the Haas School as its second executive fellow.

Former Yahoo! VP Consults at Haas



Former Yahoo! Marketing VP David Riemer

David Riemer, former vice president of marketing for Yahoo!, has been named a Haas School executive-in-residence by Dean Rich Lyons.

As an executive-in-residence, Riemer is serving as a consultant and coach for the Haas@Work program, is serving as guest speaker in Haas classes, and is mentoring students interested in his areas of expertise, including consumer technology, marketing, advertising, product development, and business planning.

Riemer also is working with the Haas School administration to explore creative new ways to strengthen and deliver on its commitment to develop leaders who can build environments where innovation flourishes.

"We are fortunate that someone with David Riemer's great business experience and demonstrated talents in marketing has agreed to be a tremendous resource to us all," says Dean Rich Lyons.

Riemer began his marketing career at J. Walter Thompson in 1985. He became president of JWT/West, where he helped the Sprint business earn three Effie Awards and a "Marketer of the Year" designation. Riemer entered the Internet industry in 1998 as senior VP of marketing for Quokka Sports, an Internet sports network. In 2001, he became chief marketing officer of The Feedroom Network, a leading streaming media network.

In various roles at Yahoo!, Riemer managed marketing for virtually all of the company's products across their customer base of 500 million users. He most recently oversaw product marketing and go-to-market responsibilities for Yahoo!'s consumer products. CB

Haas Alumna Wins Service Award

Dagmar Serota, MBA 94, was watching a TV show about homeless schoolchildren with her son four years ago when she got the idea for Good Cents for Oakland.

Her son wondered how he could help, and Serota contacted the nonprofit organization mentioned in the show, Common Cents New York, about bringing a program to Oakland. The group was unable to expand, so Serota created her own nonprofit locally. She works full-time as the unpaid executive director for Good Cents for Oakland, whose mission is to help young people improve their local communities.

In November, Serota, formerly a financial broker, received a Jefferson Award for Public Service in recognition of her work. The awards were created by the America Institute for



Social Entrepreneur Dagmar Serota, MBA 94

Public Service, a national foundation that honors community service, and are administered by local media outlets.

One of Serota's programs teaches children about food, nutrition, and the local food bank. In another program at Oakland and Piedmont schools, students collect coins and vote on which charities to support with their fundraising.

"We want kids, particularly in underserved schools, to know that there is something that they can do," Serota says. CB



Inaugural Singapore Conference Expands Haas School Presence in Asia

More than 300 people attended the Haas School's Asia Business Center inaugural conference, "2008: Managing Family Business in a Global Marketplace," in December at the Ritz-Carlton, Millenia Singapore. Here, Professor and Asia Business Center Director Teck Ho (left) and Dean Rich Lyons (right) recognized guest of honor S. Iswaran (center), Singapore's Senior Minister of State for Trade and Industry, who spoke at the conference.

Haas Alum Wins Google Award

A startup company created by Chris Hulls, BS 06, has won a $275,000 Google software challenge award for a mobile application that will help families stay connected during emergencies.

Life360 is one of ten first-place winners in Google's Android Developer Challenge, created to encourage third parties to build applications for the search giant's new smart-phone platform. Life360's application solves the problem of voice channels becoming overloaded during earthquakes and other disasters by transferring voice information to data channels.

Hulls' idea for the company grew out of the widespread chaos that followed Hurricane Katrina. He first wrote his business plan for a web-based system to allow families to prepare for emergencies during a Haas entrepreneurship class. Hulls then developed the idea at the Lester Center for Entrepreneurship and Innovation's Berkeley Entrepreneurship Laboratory, a business incubator for startups created by Haas students and recent graduates.



Entrepreneur Chris Hulls, BS 06

"Long term, we are building applications that will help families connect during any emergency, no matter what their level of technology is," Hulls says.

The winning application is just one aspect of Life360's multi-pronged approach, which includes customized disaster kits, identification bracelets with a central phone number to notify families of lost toddlers, and even a GPS-based curfew monitoring system that sends parents a wake-up call when their teenager stays out too late.

Life360 now has seven full-time employees, including Chief Technology Officer Dilpreet Singh, MBA 09, a student in the Evening & Weekend MBA Program. CB

Haas Faculty, Guests Dissect Financial Turmoil



As the financial crisis exploded last fall, the Haas School organized a series of special events to explore the causes and consequences of the turmoil.

Several experts shared their insights about the crisis with the Haas community, including **Professor Laura Tyson**, a Morgan Stanley board member, a top economic adviser to President Bill Clinton, and an adviser of President Barack Obama's campaign; and **Michael Callen**, a former Citicorp board member and currently chairman and CEO of the Ambac Financial Group, one of the world's largest bond insurers.

The school kicked off the first of several Dean's Speaker Series events addressing the financial turmoil with an impromptu teach-in on the same day that AIG's federal bailout was announced. "We are in a financial hurricane," **Professor Jim Wilcox** told the standing-room-only crowd packed into the Bank of America Forum for the teach-in.



Prof. Jim Wilcox

Wilcox also joined Haas faculty members **Robert Edelstein**, **Dwight Jaffee**, **John Quigley**, **Alexei Tchistyi**, and **Nancy Wallace** as participants in a two-day symposium titled "The Mortgage Meltdown, the Economy, and Public Policy," sponsored by UC Berkeley and UCLA and held on the Berkeley campus. The symposium included speeches by **Haas Professor Emeritus Janet Yellen**, now president and CEO of the Federal Reserve Bank of San Francisco, and **Federal Reserve Chairman Ben Bernanke**, who spoke via satellite.



Michael Callen, Ambac Financial Group

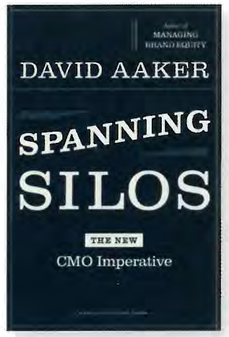
Another panel discussion organized by the Lester Center for Entrepreneurship and Innovation explored the effect of the crisis on entrepreneurs. And at the end of the semester, **former Dean Tom Campbell**, **Haas Professor Pablo Spiller**, and **Visiting Professor Adam Galinsky** from Northwestern University's Kellogg School of Management debated the ethical implications of the financial crisis.

Campbell also participated in a panel discussion about the economy organized for Haas alumni in Los Angeles, while Wilcox spoke about "Obamanomics" with Haas East Bay alumni on President Barack Obama's first day in office.

By Pamela Tom

How to Span Marketing Silos

Haas branding expert David Aaker tackles the silo problem in a new book



"Today's silos are much more likely to be isolated and competitive than to have a culture of communication and cooperation."



Organizational "silos" — defined by products, countries, or functions — have evolved over the last century to become barriers to effective and efficient marketing and the development of strong brands, Haas branding guru David Aaker argues in his latest book, *Spanning Silos: The CMO Imperative* (Harvard Business Press, October 2008). "Today's silos are much more likely to be isolated and competitive than to have a culture of communication and cooperation," Aaker explained in an annual marketing lecture to the Haas Community in the fall.

The financial crisis makes *Spanning Silos* more relevant than ever because the downside of allowing silo barriers to exist is unacceptable waste, inefficiency, and barriers to the development of strong marketing and brands, notes Aaker, the E.T. Grether Professor Emeritus of Marketing and Public Policy. "In the next year or two, companies will have to do more with less, and a big part of that is addressing the silos issue," Aaker says.

Silos lead to confused branding, Aaker says. They inhibit the creation of customer offerings and relationships that span products and countries when customers want to buy systems rather than components and deal with global rather than country-based suppliers.

"There is enormous pressure by customers to break down silos," says Aaker, also vice chairman of Prophet Brand Strategies, a San Francisco consulting firm founded by two Berkeley MBA graduates.

To write *Spanning Silos*, Aaker interviewed 40 chief marketing officers (CMOs) about their silo problem. Four takeaways from the interviews are:

First, the goal should not be to blow up silos or even to centralize and standardize. Rather the goal should be to address the silo problems in order to foster communication and cooperation so that great marketing and brands can result.

Second, nonthreatening CMO roles can be influential and avoid the risk of an early flame-out, which is all too common, as evidenced by the fact that CMOs average only 23 months in their position. The CMO can assume the role of facilitator, consultant, or service provider. As facilitator, the CMO team can establish a common planning framework, foster communication, enable cooperation, create knowledge banks, and upgrade the level of marketing talent throughout the organization.

The common planning framework can include a brand strategy component, such as one used to develop the Haas School's Leading Through Innovation strategy, which Aaker discusses in his book.

"The brand essence, 'Leading Through Innovation,' was inspirational, and stimulated and positioned a host of programs throughout the silo units that operate under the Haas umbrella," Aaker writes. "The whole school, including its silo units, became more focused, coordinated, and energized."

Third, the CMO team needs credibility and buy-in. One tactic is to use hard numbers to demonstrate the relationship between marketing and financial performance.

Fourth, the CMO should employ some of the available organizational devices, such as teams and networks, to advance cross-silo cooperation and communication. Teams — such as Hewlett-Packard's Customer Experience Council and Dow Corning's Global Marketing Excellence Council — are powerful vehicles to create consistency and/or synergy.

Success at spanning silos will lead to stronger product offerings and brands as well as effective synergistic marketing strategies and programs, Aaker writes. The result: an organization that retains much of the decentralized structure that has served it well, but with silo units that work as team members rather than competitors.

Aligning Corporate Social Responsibility with Business Objectives

Kellie McElhaney's new book shares lessons from her work with the world's largest companies



After helping more than 150 companies develop corporate social responsibility (CSR) strategies, Kellie McElhaney, founder of the Haas Center for Responsible Business, decided to encapsulate her advice in a new book, *Just Good Business: The Strategic Guide To Aligning Corporate Responsibility and Brand* (Berrett-Koehler Publishers, November 2008).

In a recent interview with *CalBusiness*, McElhaney shared some highlights from her book.

You believed writing this book was important. Why?

It was time for a book not just about developing effective strategies, but about teaching companies how to talk about their CSR story.



Fifteen years ago we never heard of "corporate responsibility." What does it mean today?

A strategy that is aligned with companies' core competencies and helps solve some of the world's most intractable problems.

How does a company strategically implement CSR?

An example in the book is the partnership between eBay and World of Good, started by Priya Haji, a Haas graduate (MBA 03). World of Good brings artwork from Haiti or necklaces from Africa to buyers in the developed world, paying a fair wage to the product's producer. eBay decided to sell the products after realizing one of its objectives is to create new markets. We tend to think the person in Africa should benefit first and eBay shouldn't benefit at all. My premise is the company has to benefit because that's how the company exists.

You talk about seven principles for developing an effective CSR strategy.

First, know your company. Take eBay. What are its objectives besides growth or increasing sales? eBay was experiencing over 80 percent employee turnover. Their CSR strategy needed to address the fact they're only going to grow so much if they didn't solve the problem of retaining employees. Creating new markets answered both objectives.

The second rule is determining core competencies. eBay was focused on climate change but is not a heavy environmental carbon user or emitter. They needed a better fit. Pick a cause for which you actually own part of the solution.

The third principle is be consistent. Stick with a strategy for multiple years. Communicate consistently.

One example of a company that didn't follow that strategy is Nike. Nike's advertising is fierce and edgy. However, around their supply chain or corporate responsibility, they use a different set of brand attributes: soft, smiling people.

The fourth principle is "simplify."

Nobody reads 90-page CSR reports. Pedigree has a partnership with the SPCA around pet adoption, and their message is brilliantly simple: "Help us help dogs."

Working from the inside out is the fifth rule.

Companies tend to communicate externally first. Dow employees had no idea about a water purification system created by their company for the developing world. Dow could have 156,000 brand ambassadors by talking about it internally first.

The sixth rule is know your customer. For most companies, women control upwards of 80 percent of the purse strings, and they are much more likely to purchase a product if they know that a percentage of that profit is earmarked toward a cause they care about. Customers between the age of 8 and 28 are also incredibly cause-focused.

The last CSR rule comes back to telling a story.

I begin each chapter with a company story. We work in a business school around numbers and facts. Research suggests stories trump facts ten times out of ten.

How do you measure success?

Pick three good metrics: measure the company, the society, and the employees. For example, eBay measured growth, employee satisfaction, and the economic development of the artists.

Can you give us another example?

HP (Hewlett-Packard) was in India, where crop blight could destroy an entire food source. HP developed a solar-powered digital camera. Farmers could take a picture of the blighted leaf, go to a village kiosk set up by HP, and send a picture of the leaf to the UC Davis Botany Lab. Scientists could look at the leaf and say, "Too much alkaline in your soil. Here's how you treat it." The farmer could treat the crop and save people's lives.

How do you think your book will influence your students?

This generation is going to carry us ahead in a much more sustainable fashion. They understand the power companies have on creating a better world.

The Future of the Economy

Five Haas Experts Propose Solutions for the Current Crisis

Haas School faculty warned at least a year before the financial crisis erupted that the economy was headed for a major disaster. Now that their forecasts have become reality, *CalBusiness* asked Haas School experts to again look to the future and outline solutions to the nation's economic woes.



Robert Edelstein

A Long-term US Strategic Plan

The United States is confronting a set of challenges that require a multifaceted, coordinated approach to restore economic growth as well as domestic and international economic and political stability.

While specific monetary and fiscal policy measures are already being deployed to achieve economic stability, the US also must develop and embark on a strategic plan to address longer-term national and international stability. Crucial components of the plan should include:

Universal Public Service
Every able man and woman — regardless of socio-ethno-economic background — should dedicate two years of public service to their country, such as military service, teaching in the inner-city, the Peace Corps, as well as the building and engineering of public facilities. This will engender an esprit de corps and solidify morale in the US. Universal public service would typically commence after high school, but could be deferred to age 26 for school or other legitimate reasons.

In the 21st century, it is imperative to have a well-trained labor force. Part of universal public service would provide on-the-job education to enhance each participant's skills and ability to perform public service.

Military Rebuild
A strong military is a necessary social and political asset for the US. It serves as a deterrent yet is most successful when it does not have to be deployed. Its future use must be more carefully exercised than in the recent past. Universal Public Service can be an integral part of "re-staffing" the ranks.

International Globalized World Family
The US should nurture the economic development of less fortunate countries and peoples. Diplomatic (versus military) power combined with national generosity is needed to attain the moral high ground in this world and to restore the US to its rightful position of international leadership.

> **"Every able man and woman should dedicate two years of public service to their country."**
> Robert Edelstein

Two other components of the strategic plan already have been proposed by the Obama administration: energy independence and a national universal health care system.

An energy independence program includes economic incentives for the development and implementation of technology to reduce energy consumption and dependence on foreign oil. One important feature should be added: The US would share our new technological knowledge with other countries, particularly China and India, because global pollution control requires improved energy efficiency worldwide.

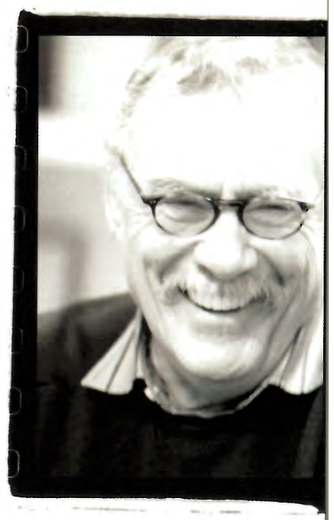
An important complement to universal health care, meanwhile, would be a functioning Social Security retirement system, which would provide real income stability and security for the elderly and retirees.

While this agenda may seem daunting in scope and cost, elements can be phased in according to economic circumstances. With the restoration of US and global growth, the agenda's costs will become feasible. Ultimately, the agenda would foster and promote international economic and political stability, benefiting us all.

John Quigley

Aligning Incentives in the Mortgage Business

The global financial crisis began with a series of innovations in the mortgage business that led to fast-paced specialization. Unfortunately, each specialized party to the mortgage had fee-based compensation that motivated a large volume of transactions with little or no responsibility for the performance of the mortgages. Reform should focus on the compensation structure in the mortgage business and on accountability standards similar to those imposed on stockbrokers.



Bad compensation structures
The incomes and fees in the mortgage business are all transactions-based, with payments made when the transaction is recorded. The loan originator, typically a mortgage broker, is paid between 0.5 percent and 3.0 percent of the loan at the time the contract is signed. The mortgage lender earns between 0.5 percent and 2.5 percent upon selling the mortgage. The bond issuer is typically paid 0.2 percent to 1.5 percent when the bond is issued. All these fees are paid in full within six to eight months after the mortgage contract is signed by the borrower.

No party to the mortgage transaction — other than the borrower — has any economic stake in the performance of the underlying loan. With this structure of incentives, it is not hard to understand why many risky loans were originated, financed, sold, and securitized, especially with house prices rising rapidly from 1999 through 2006. There were certainly enough unscrupulous lenders and predatory borrowers, but the incentives faced by decent people made their behavior much less sensitive to the underlying risks.

Reform
In most cases, the solution is a matter of better aligning the economic incentives in this industry. Loan originators could be paid fees over the course of a two-year period after the transaction. Similarly, other actors could be paid a significant part of their fee after the loan performance is observed. And a clawback provision for fees advanced on nonperforming loans could be mandated. Finally, part of the fee to the rating agency could be paid in shares of the bond being issued — with a prohibition against sale for a reasonable period of time.

In addition, originators and lenders should be held to a "suitability standard" that requires them to take into account borrowers' ability to repay the loan, similar to how the National Association of Securities dealers holds stock brokers responsible for recommending financially suitable investments for their customers. Stock brokerage firms that

sell securities that are unsuitable for clients can face lawsuits and sanctions.

The Federal Reserve adopted rules in July that included a suitability standard for subprime mortgages, but they will not take effect until October 2009. More immediate straightforward changes to financial incentives in the mortgage industry would go a long way toward improving the efficiency in the market for mortgages and mortgage-backed securities.

David Vogel

Rethinking Corporate Social Responsibility



The meltdown of financial markets has hit socially responsible investors particularly hard. Impressed by the social and environmental initiatives of firms such as Goldman Sachs, Wells Fargo, AIG, Bank of America, and Citigroup, socially responsible mutual funds held a disproportionate amount of the shares of these and other financial institutions. Unfortunately, the business practices that ethical funds so valued turned out to be of much less financial importance than the ones they overlooked. Perhaps economist Milton Friedman was right after all; maybe the most important social responsibility of companies is to advance the interests of their shareholders. Measured by this criteria, many financial institutions behaved extremely irresponsibly, making investment decisions that exposed their shareholders to unreasonable risks — and also harmed all of us.

"The financial crisis should challenge us to rethink the ways we teach CSR and ethics."
David Vogel

There is an important, albeit rather expensive, lesson to be learned from the financial crisis: Firms can behave irresponsibly in ways never imagined by even the most critical student of corporate social responsibility (CSR). Moreover, the negative social impacts of financially irresponsible decisions have turned out to be much more substantial and far-reaching than those of even the most socially or environmental "irresponsible" firms or industries. Clearly, what is urgently needed is a broader definition of CSR that includes a major focus on how well a firm performs its basic mission of maintaining and creating wealth. Combating climate change and promoting community development in poor countries are well and good, but they cannot be a substitute for managing shareholder resources prudently.

What I find most striking about the financial meltdown was the unwillingness of virtually all financial institutions to take advantage of the highly sophisticated instruments for assessing and hedging risks that so many smart and sophisticated scholars and practioners had developed. Such firms may not have behaved unethically in the narrow sense of violating any law. But their managers proved to be vulnerable to three of the most common causes of unethical behavior:

1 **Herd mentality:** If everyone else is doing it and getting rich from it, why shouldn't we also give subprime mortgages to people regardless of their credit risk and then leverage our assets to purchase as much debt as possible?

2 **Compensation schemes** that reward executives — in this case traders and other financial managers — for short-term gains, leaving others to pay the price if their decisions turn out disastrously.

3 **Lack of accountability** due to a diffusion of responsibility: The original mortgage lenders were not accountable for the risks they spread throughout the financial system.

The financial crisis should challenge us to rethink the ways we teach CSR and ethics. We now need to include cases and material on financial risk management to make students understand what it means to be a responsible steward of other people's money and how easily managers can be blindsided. We need to teach students why it is both socially and financially irresponsible to sell products to people who cannot afford them. And we need to alert students to the moral hazards of developing, buying, and selling financial instruments that are almost impossible to understand.

Andrew Rose

Reining in US Borrowing



While US lawmakers are now rightfully focused on pulling the economy out of a recession, another potential financial crisis looms longer-term if the government and consumers do not change their behavior.

The US has amassed an unsustainably large current account deficit — a huge gap between exports and imports that results in larger amounts of capital flowing into the US than capital flowing out. Sooner or later these American borrowings will have to be returned, with interest. The US cannot continue living unsustainably vis-à-vis the rest of the world.

Only an increase in savings among US consumers and the government, combined with a depreciation of the dollar, will close out the current account deficit and avert a future crisis.

When the financial crisis erupted last summer, the US current account deficit totaled more than 5 percent of Gross Domestic Product — significantly surpassing the 3 percent threshold widely viewed as acceptable by economists.

Before the crisis, the current account deficit was slowly narrowing as the dollar depreciated, making imports more expensive and exports more attractive overseas. However, last fall, the financial crisis triggered a surprising rise in the US dollar as investors flocked to US Treasurys as a safe haven, which in turn widened the current account deficit.

In fact, a huge infusion of overseas capital into the US was one major contributor to the financial crisis in the first place. Asian countries such as China and Gulf states such as Saudi Arabia invested trillions of dollars in the US, helping to drive down interest rates and fueling a so-called "hunt for yield" that led to mortgage-backed derivatives and the housing bubble.

After the economy has started to recover — whether in six months or two years — the dollar inevitably must depreciate in order to close the current account deficit. We need to spur our export growth and slow imports; the easiest way for the market to do that is for the dollar to depreciate. But that's going to be painful because Americans like to consume imports, whether they're plasma TVs from China or clothing from India.

US consumers and the government alike also will have to start saving more to bring the current account to a sustainable level.

These days, the idea of the US government saving may sound unfathomable, but it's not unheard of. During the last four years of the Clinton administration, the government was actually saving money and the US had a budget surplus. But when Clinton raised taxes in 1993, a recovery had already been under way for a year. We must wait for a recovery before taking such actions to address the current account deficit.

Similarly, we don't want US consumers to start saving all of a sudden because that would deepen the recession. During the housing boom, however, consumers confidently believed they didn't need to save at all because their houses and stock values were going up. Now that they have suffered painful losses, consumers are already realizing they must, in fact, save more. Their futures, and their retirements, depend on it. And so does the future economic strength of our country.

Ken Rosen

Fixes for the Housing Crisis

An economic recovery hinges on solving the housing crisis. Housing has led the economy out of every recession since World War II and can do so again through the following three policy initiatives:

- A moratorium on foreclosures while a comprehensive, standardized, and massive mortgage restructuring plan is put in place.
- The restoration of mortgage credit for the mass housing market by increasing the availability of low down-payment mortgages.
- A home purchase tax credit, combined with a low interest fixed mortgage, to ignite consumer housing demand.

These initiatives would address three interconnected problems in the housing and mortgage markets: 1) rising foreclosure and delinquency rates on poorly structured mortgages given to high credit risk borrowers; 2) continuing house price declines in the 20 percent range nationally; and 3) a collapse in new house construction, a sharp decline in existing home sales, and a large inventory of unsold homes.

To address these problems, our economic stimulus policy must focus on the housing consumer.

First, we must declare a six-month moratorium on owner-occupied foreclosures while a new comprehensive federal plan is put in place. Second, all borrowers who are facing foreclosure or are 90 days delinquent on their loans must be allowed to refinance into a new 4.5 percent fixed-rate mortgage funded by Fannie Mae, the Federal Home Loan Mortgage Corp., or the Federal Housing Administration.



Homeowners who still cannot afford such lower payments must be offered other options, including an extended mortgage term, a graduated payment fixed-rate mortgage, or the ability to give up ownership and rent their house with the option to repurchase it in a set period of time.

When a home's value has fallen substantially below the amount of the mortgage, the mortgage amount might be reduced and a shared-appreciation second mortgage added, in which the bank or government would share on a 50/50 basis any house price appreciation above the new mortgage amount.

To stimulate consumer demand for housing, 5 percent to 10 percent down-payment loans, which require private mortgage insurance, must be more widely available. Each of the five biggest private mortgage insurance companies could issue $1 billion of convertible preferred stock to the US Treasury to insure $250 billion in new low down-payment loans.

Finally, a 10 percent tax credit, up to a maximum of $22,500, should be created for buyers of a new or foreclosed home for owner occupancy or any first-time home buyer in 2009. Such a tax credit combined with a mortgage buy-down plan successfully stimulated a housing market recovery in the 1974–1975 recession.

In addition to enabling millions of Americans to avoid losing their homes and jump-starting new home construction, these proposals will prevent further meltdown of our financial markets.

Write to *CalBusiness*

CalBusiness plans to launch a "Letters to the Editor" section and would like to hear your views regarding these articles about the economy or any other stories in our magazine. Letters accepted for publication may be edited for clarity.

Send correspondence to letters@haas.berkeley.edu.

Your Haas Network



Steve Crowe, BS 69, MBA 70

Retired Chief Financial Officer, Chevron
San Ramon, Calif.

Sports and major-league business have at least one thing in common, says Steve Crowe, BS 69, MBA 70. "The serious players always want to get in the game." And when the game was the acquisition of a major oil company, the recently retired Chevron CFO had the best performance of his career.

In 2005, Chevron bid $17.9 billion for smaller rival Unocal. The deal was near closure when China National Offshore Oil offered a surprise bid of $18.5 billion. Deep in plans to integrate the two companies, Chevron CEO David O'Reilly passed the "quarterbacking" of the contested offer to Crowe. After four intense months, the 115-year-old company was Chevron's. It was, says Crowe, the highlight of his 36 years at Chevron.

Crowe, who retired as CFO Dec 31, is not the picture of a hard-ball oil executive. His conversational style is relaxed, his dress business casual. But don't be fooled. His years at Chevron were marked by steady progression through the finance organization to comptroller in 1996 and ultimately chief financial officer of the third largest company in the United States.

Along the way he held more than a dozen positions within the company. "My time at Berkeley gave me a broad base to do many different things for one employer without getting bored," says Crowe, a self-described "finance bird." And while accounting isn't very sexy, the rigorous classes at Haas "served me very well," he adds.

Big deals get the glory, but making sure Chevron has the talent it needs, and instilling the right values in his staff, were more often at center stage. "Young MBAs should remember that a good value system is the underpinning of good results," he advises.

Similarly, although financial management tools have evolved from 10-key adding machines to powerful computer networks over the course of his career, Crowe emphasizes core values when speaking about technology. "Technology is a valuable tool, but not a replacement for good analysis and common sense. If the wizards on Wall Street had used more common sense, perhaps the recent financial crisis could have been averted or at least its impact more contained."

Crowe would have liked a well-defined "glide path" to the next phase of his life, but the financial crisis and extreme swings in oil prices dominated the final months of his career. Still, Crowe expects to lend expertise to the board of a nonprofit or two, and perhaps return to Cal as a continuing student.

Crowe is a man with few regrets, but he seems a bit wistful about moving to the sidelines as the oil business moves toward a tumultuous future.



Sabrina Simmons, BS 85

Chief Financial Officer, Gap Inc.
San Francisco, Calif.

You might think the CFO of the nation's largest clothing retailer is losing sleep now that consumers are picking over the sales racks. Not Sabrina Simmons, BS 85.

"I'm not a maintenance-mode gal," says Simmons, who oversees all global financial departments for Gap Inc. and its five brands — Gap, Banana Republic, Old Navy, Piperlime, and the newly acquired Athleta. "A challenge makes you that much more passionate about winning."

Part of Simmons' confidence stems from prescient decisions she guided early in her tenure. She joined Gap as treasurer on Sept. 4, 2001 — a dark period for the country and the company. After shoring up the balance sheet, company leaders vowed to never again rely on capital markets, says Simmons, who became CFO in January 2008. That fiscal discipline has helped Gap return profits even as sales drop.

"Nobody is coming through this recession unscathed, but it feels great to sleep at night knowing our balance sheet is rock solid," she says.

Simmons graduated from a cozy Marin County private high school and was accepted with a prestigious Regents Scholarship to Berkeley. Her classes in "dusty Barrows Hall" challenged her in new ways. The 1980s junk bond scandals were valuable fodder for ethics instruction.

"I was inspired by another perspective than just going out and making a lot of money," Simmons says.

After earning an MBA at UCLA, Simmons landed in corporate accounting at Hewlett-Packard and then at USL Capital, a Ford subsidiary. It was the right direction, but she yearned for a less conservative culture.

Only after working as treasurer at Levi Strauss & Co. did she find her true calling. "That was the first time in my life that I said, 'I love this,'" recalls Simmons.

After six years, Simmons became CFO for British genetics company Sygen International. But she missed the apparel business, and when the opportunity opened at Gap, she jumped.

As she has moved up, Simmons says, communications skills have trumped the technical expertise she mastered early on. During these uncertain times, she advises young people to look for the silver lining: "These are the richest times for career development, when the deepest lessons can be learned."

Wayne Lee, BS 93

Chief Financial Officer, Travelzoo
New York/Mountain View

For Wayne Lee, BS 93, one of the biggest pluses of attending the Haas School was its diverse student body, which fostered an appreciation and knowledge of different cultures that has come in surprisingly handy in his finance and accounting work.

"I got to meet a lot of people from across the US and all over the world," says Lee, CFO of Internet travel company Travelzoo. "I got to learn about different cultures and customs. That has helped tremendously in my career."

Travel and culture have always figured prominently in Lee's career. After graduating from Haas, Lee hit the road as a public accountant, visiting clients around the country for Deloitte & Touche and then Ernst & Young.

After four years of auditing, he was drawn by the world of high-tech, just as the dot-com boom was taking off. "So much innovation was happening then, and the new ideas were exciting," says Lee.

In 1998, Lee earned his CPA license and went to work for a business-to-business enterprise software startup called Allegis. During his five years as controller there, Allegis ballooned from 30 employees to 150.

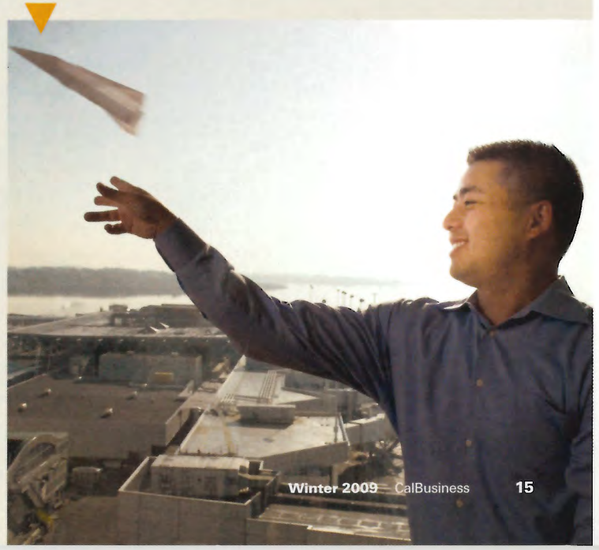
When the dot-com bubble burst, Lee joined Novellus in San Jose to see how a bigger company operated. "Everything is very process-oriented" at a larger company, observes Lee.

From there, he moved to Travelzoo, a publicly traded dot-com survivor based in New York that was 7 years old at the time. When Lee started in Travelzoo's Mountain View office as director of finance in 2005, the company was operating in the US and UK. Since then, it's expanded to Germany, France, and Spain and last year entered Hong Kong, Japan, China, Australia, and Taiwan.

Lee says the exposure to different cultures he experienced at Haas was invaluable during that expansion: "You need that understanding that there are cultural differences; you develop an open mind and awareness."

That understanding, combined with Lee's finance and accounting skills, led the company's founder and CEO, who was also CFO at the time, to hand over that finance position to Lee, then 35. "It was a matter of being at the right place at the right time," Lee jokes modestly.

That may be so, but his business knowledge didn't hurt either. Lee says he taps the knowledge that he gained from Haas every day. "I use it all — accounting, finance, tax, management."



Your Haas Network in Asia

One of Dean Rich Lyons' top priorities is expanding the Haas School's footprint in Asia. The school moved closer toward achieving that goal in December with its inaugural Asia Business Conference and Gala in Singapore and alumni celebrations in Hong Kong and Shanghai. The strong turnout at the events demonstrated that the Haas School already has a vibrant base of alumni making a difference in the region. The next few issues of *CalBusiness* will include a special section profiling some of these influential alumni in Asia.



Beau Giannini, MBA 94

CEO, Sinomark, Shanghai

Cooksie Giannini, MBA 92

Former VP Business Development for Europe, Asia, & Middle East
Pollo Campero, Shanghai

Beau, MBA 94, and Cooksie, MBA 92, Giannini had a vision for their family: All four children would become bilingual, live abroad, and travel as they both did when they were young.

In 2003, they got the chance to make that dream happen. Beau, who had founded a software outsourcing company called Freeborders in 1999, was negotiating with a group from Mexico and another from China that wanted him to head a joint project in Shanghai. The Gianninis, whose children ranged from age 3 to 8 years old at the time, decided that if they didn't jump at the opportunity, they might never go.

But just as they were packing up their newly renovated house in Tiburon, Calif., a curve ball came: The groups that wanted to hire Beau backed out. They decided to go anyway.

"We really wanted the adventure," says Beau, a fifth-generation San Franciscan who was born in Italy and traveled extensively as a kid, learning Spanish and Chinese in high school.

More than Outsourcing

After arriving in Shanghai, Beau founded a new company, Sinomark, which targets small- to mid-sized companies based in North America, Europe, New Zealand, and Australia. His clients make everything from pet food to medical supplies to clothing to restaurant packaging. Sinomark does much more than help them find factories. "Companies come to me and say, 'We have an idea for a new line, can you develop it, create it, label it, and send it back to us?'" he explains.

The manufacturing opportunity in China remains rich, despite the global economic downturn that's closed many factories. "Everyone wants to come to China," Beau says. Taking advantage of that momentum, Beau expanded Sinomark's business to include organically certified fruit products and launched a separate company called Yogavive, which makes organic fruit snacks such as dried apple chips.

From High-Tech to Pollo

Cooksie, too, has found unique opportunity within China's fast-changing markets. A 12-year Hewlett-Packard marketing veteran, she arrived in Shanghai on a year's leave of absence. After spending her first year and a half settling her children, she decided to leave HP. But her urge to try something new persisted.

So when Beau passed on a consulting opportunity that crossed his desk in 2005 from Pollo Campero, Latin America's largest chicken restaurant chain, she took it.

Though Cooksie had no restaurant background, she analyzed the chain's marketing opportunity in Asia. A month later, Cooksie, a first-generation Asian American who, like Beau, speaks Mandarin, was asked to run Pollo Campero's business in China.

"It's an only-in-China story," says Beau, noting that unique opportunities often come their way because they are MBAs with global business networks working in China.

Cooksie opened new restaurants in Indonesia and China and explored opportunities for Pollo Campero in India, Japan, Korea, the Middle East, Spain, and the United Kingdom, until the company decided to shift its focus to primarily the US market in September 2008. "My travel schedule was crazy," Cooksie recalls. "It was nice to have a break."

The Chinese Way

Life in vibrant Shanghai is not without challenges, the Gianninis say, noting the crowds, the lack of outdoor activities nearby, and the red tape required to get any small business task done.

But the Gianninis were committed to doing things the Chinese way, building relationships with the local people and government officials (which the Chinese call Guanxi) that determine whether you succeed or fail in business. "From day one we integrated," Beau says. Their children, who now range in age from 8 to 13, speak Mandarin like natives after spending their first several years in local Chinese schools.

Keeping their Tiburon home means the family has options, which they're considering as high school looms for their oldest son.

Wherever they're living at a given time, the Gianninis are confident that their international family will feel at home. "We'll be here forever and in San Francisco forever," Beau says. "We are really setting up a life in two places."

Andrew (Chi Fai) Chan, MBA 79

Associate Dean, Undergraduate Studies
Director, Executive MBA Program
The Chinese University of Hong Kong

Andrew Chan, MBA 79, has been an innovator, a builder of bridges between cultures, and a balancer of theory and practice in his distinguished academic career at The Chinese University of Hong Kong (CUHK). And he credits Berkeley as a major reason for his success.

"My Berkeley experience taught me to think out of the box, to think big — that anything is possible, and that we should care about society," Chan says.

He has been applying those lessons for years as a senior administrator and marketing professor at CUHK's Faculty of Business Administration, and specifically in the school's Executive MBA Program, where he is the second director in the program's history. He has incorporated novel activities that build on three pillars: a blend of theory and practice; a strong emphasis on networking; and links between China and the rest of the world. The program, ranked #11 among executive MBA programs worldwide by the *Financial Times*, balances the cultures, philosophies, and business practices of East and West.

"We are not just helping students to be wealthier or make them more marketable in their careers," Chan says. "The motive is to develop real leaders who can bring society into a better place."

Chan's innovations include bringing in top corporate executives as guest speakers for a Sunday radio show operated by the MBA program, which is transcribed and printed in local newspapers and books. The program also has its own television show modeled after the PBS show CEO Exchange. Students help run all the activities.

After his undergraduate studies at CUHK, Chan was selected for a special scholarship program between Chinese U. and Berkeley that allowed him to study business at Cal. Energized by the fine teaching of Professors David Aaker, Pete Bucklin, and Andy Shogan, Chan raced through his Berkeley MBA education in 12 months, thanks to exemption exams, heavy course loads, and summer study. "This was Hong Kong style," he says, referring to his native city's fast pace. "I wanted to get back quickly to contribute."

Chan always wanted to be a business professor but believed "it would be good for me to first get concrete work experience." After working for Bank of America and IBM for a few years, he began teaching business at a small college in Hong Kong. He earned his Ph.D. in 1993 while teaching full-time at CUHK. "It was a two-person job, but as a young chap I could do it," says Chan, who has been on the CUHK faculty ever since.

Besides academia, Chan sits on the three-member Hong Kong Electoral Affairs Commission, which is charged with ensuring fair and honest local elections. He is also chairman of the Hong Kong Bank Deposit Protection Board, akin to the US Federal Deposit Insurance Corporation, which oversees bank deposits in these financially perilous times.

Outside of business, Chan is an accomplished singer of old Chinese song and performs several times per year. He is married without children. "I treat my students as my kids," he says. "This is part of our family culture — it's very Chinese."



Connected @ Haas



















1. Tetsuya Kaida, founder and general manager of Toyota's Business Revolution Corporate Value Project Department, talked about how Toyota is adapting to changing global trends in lifestyles, values, cultures, and emotions at an Oct. 1 event organized by the Clausen Center for International Business and Policy. **2. Sukhinder Singh Cassidy, Google's president for Asia-Pacific and Latin America operations,** shared insights on opportunities in emerging markets and Google's strategies there at an Oct. 24 Berkeley-Columbia Executive MBA Speaker Series event. **3. Sir David Tweedie, chairman of the International Accounting Standards Board,** was honored with the Berkeley Award for Distinguished Contributions to Financial Reporting at the Haas School's annual financial reporting conference on Oct. 24. He is joined here by **Solomon Darwin, executive director of the Haas School's Center for Financial Reporting** (right). **4. Ronnie Lott and Harris Barton, former San Francisco 49ers teammates and co-founders of HRJ Capital,** headlined the fourth annual Haas Diversity in Business Conference on Nov. 7. The theme of the conference was "Beyond Labels: Diversity in Thought and Action." Lott is pictured here giving a keynote speech. **5. Biz Stone, co-founder of social networking service Twitter,** delivered a keynote address at the fourth annual >play conference, titled "Disruption: Changes in Today's Media Economy," on Nov. 15. **6. Steve Rendle, CEO of outdoor clothing and equipment retailer The North Face,** spoke on campus Nov. 17 in a CEO Spotlight Event sponsored by the MBA General Management and Strategy Club. Rendle has been a key leader behind the growth of The North Face since its acquisition in 2000 by VF Corp., the world's largest clothing company. **7.** The Haas School launched the Schwab Charitable Philanthropy Speakers series on Nov. 19 with inaugural speaker **Matthew Bishop, US business editor at *The Economist* and author of the book, *Philanthrocapitalism: How the Rich Can Save the World*.** Bishop explained how today's leading philanthropists are using new methods known as venture philanthropy, or philanthrocapitalism, to have a greater impact upon the world. **8. Rohit Bhagat, global chief operating officer of Barclays Global Investors,** gave the morning keynote speech Nov. 21 at the second annual Berkeley Finance Conference, titled "Navigating through Financial Turbulence." Financial industry leaders discussed the impact of the economic downturn on private equity, corporate finance, investment banking, venture capital, and real estate. **9.** A storage system for Smart Cars was among the prototypes that Berkeley MBA and other students exhibited at an annual tradeshow in December in San Francisco for Berkeley's **Managing the New Product Development Process** course. For the first time, the course this year included interdisciplinary student teams from the National University of Mexico in Mexico City.

Alumni Notes

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Find Friends, Industry Connections in Upgraded Haas@Cal



The new Haas@Cal is all about helping you connect with Haas alumni who share similar interests, career paths, and professional opportunities. In Facebook fashion and LinkedIn likeness, you can now establish a network of "friends" You can also join and create your own groups.

But Haas@Cal is unique: It's Haas only. No other business professionals nor other Cal alumni can access Haas@Cal. It's a safe haven that gives you more freedom to virtually "put yourself out there."

Of course, you may still want to cast a wide net with multiple online resources. That's why we'll continue to offer Haas connections on Facebook, LinkedIn, YouTube, Flickr, and Twitter. But, Haas@Cal is the only networking directory that contains ALL Haas alumni and ONLY Haas alumni.

So, please, take advantage of this Haas alumni benefit and actively participate. You will find the Haas friends and connections you need. Log in today and help make Haas@Cal a success:

Haas@Cal – haas.berkeley.edu/alumni
(Your PIN is above your name on the CalBusiness mailing label.)

I look forward to connecting with you online. As always, please share your thoughts and feedback with us at any time: alumni@haas.berkeley.edu.

All the best from campus,

Tenny Frost
Executive Director
Alumni Relations & Annual Giving

Undergraduate

1951

Stuart (Haddon) Manners, BS, of Angels Camp, Calif., writes, "In retirement at 84 years old, I'm writing my second book. The first was the history of Angels Camp. It has been very successful. My present endeavor's subject is the history of the Ebbetts Pass Corridor, a narration of the sites and history of cities and villages along State Highway 4 in Calaveras and Alpine counties. Telegraph City, a ghost town, to Markleeville are the targets. I'm finding these histories fascinating. Gold here, silver there, water here, and lumber there – a really interesting adventure. I will self-publish this book and hope to have it finished by late spring 2009.'

1954

Ernest Lageson, BS, celebrated the publication of his fifth book. His first two books, *Battle at Alcatraz* (1999) and *Alcatraz Justice* (2002), detailed the sensational 1946 escape attempt from the island prison, and the murder trial that followed. Ernie's father worked for a time as a custodial officer in the prison, and Ernie and his family lived on the island. During the 1946 uprising, Ernie's dad was taken hostage and wounded. Following the unsuccessful escape attempt during which three inmates and two officers lost their lives, the three surviving convicts were tried for the murder of one of the hostages. His latest book, *Guarding the Rock*, began as an unfinished manuscript by his father, who died in 1953 before he had a chance to complete it. Ernie revised, edited, and added to the original manuscript, and appears as a co-author with his late father. *Guarding the Rock* is the fascinating story of serene family life amid the violence and danger of one of the world's most famous prisons. It describes the day-to-day activities of the convicts, the periodic prison violence, and the 14 escape attempts, all of which took place alongside the homes of the approximately 300 employee family members who shared the island with the hardened criminal occupants. In 2006 Ernie and his wife, Jeanne, BA 1954, together published *The Other Alcatraz*, the story of the Alcatraz Western Gull colony. In 2005 he published *The Lageson Legacy*, the Lageson family history. Ernie's writing career began in 1993 after his retirement from active law practice. A 1959 graduate of Boalt Hall School of Law, he began his practice as a deputy district attorney in the Contra Costa County District Attorney's Office. In 1961 he joined the San Francisco law firm of Bronson, Bronson, and McKinnon, where he developed a nationally known practice as a civil litigator. After 25 years with the Bronson office, he spent the final eight years of practice with Archer, McComas & Lageson in Walnut Creek, Calif. He is a member of the American College of Trial Lawyers, The American Board of Trial Advocates, among other organizations, and is a past president of the Defense Research Institute. Ernie still works as an arbitrator in northern California. He and Jeanne, his wife of 54 years, live in Kensington, Calif. They have two children, Kristine and Ernie, and five grandchildren.



Ernest Lageson, BS 54

1957

Karl Wahl, BS, of Toronto, Canada, writes, "Along with my wife, **Mary, class of 59**, we have visited 35 countries since I retired in 2000. We are starting to run out of places to go that are safe."

1960

Kenneth Colvin, BS, of Hillsborough, Calif., writes, "We have over 15 UC Berkeley grads in our family. I served in Europe during World War II, working as a surgical tech in six liberated concentration camps. I am now retired after 55 years as president of Colvin Distributing Co., a broker and distributor of fresh fruits and vegetables concentrating on sales in northern California and extending to the East Coast." He is a member of 20 boards here and in Israel, serving in leadership positions in most. He and his wife, **Thelma Marguleas, class of 45**, have three

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Alumni Notes

children: **Francene Colvin Henderson, 75, Cynthia Colvin Wolf, 77,** and **Larry Colvin, 79**. They will celebrate their 62nd anniversary in March. "Go Bears!"

Alan A. "Scotty" Herd, BS, has been elected 2009 president of the 5,000-member Beverly Hills Greater Los Angeles Association of Realtors. The association was chartered in 1903 and includes the former Realtor associations of Los Angeles, Beverly Hills, West Hollywood, Culver City, Marina Del Rey, and Santa Monica. Scotty is the father of Berkeley alumni **Angela, BA 82** and **Easton, 83**. Scotty is a member of The Counselors of Real Estate and is a Fellow of the Royal Institution of Chartered Surveyors.

Robert Starron, BS, of Sahuarita, Ariz., writes, "I retired in December 2004 after a long career in accounting/finance. My wife, **Pat Robinson Starron, BA 60**, passed away from breast cancer in June 2004.



Robert Starron, BS 60

She was a Sigma Kappa. Our son, Wayne, lives in Pleasanton, Calif., with my two grandkids, Brynne (8) and Brandt (5). I am treasurer of Johrei Fellowship, a spiritual religious corporation, in Redondo Beach, Calif. I am also vice president and a director of the Johrei Institute, a nonprofit corporation that awards grants for scientific research. Would like to hear from some of my 1960 classmates."

1962

Carlo Odella, BS, still owns and operates his tile and stone company in Centerville, Ohio, (www.europamericantile.com) and reports that he and his wife, Sheila, have been newly blessed with a second set of twin grandchildren from their son, Phillip, and his wife, Janet.

1963

Richard Gearhart, BS, of Santa Rosa, Calif., writes, "My wife, **Sally, Cal 1965**, and I just returned from a trip to Rome and Egypt, including one week on a Nile River cruise. I am a retired HR director for Sonoma County and work occasionally as an HR consultant for the city of Rohnert Park. Sally retired from SRJC as an English-as-a-second-language instructor but continues to teach part time once or twice a year. We travel regularly, particularly to Atlanta to visit our son, David, and his wife and our 2-year-old granddaughter. Our daughter, Carolee, and her husband in Oakland are expecting their first child. We regularly attend Cal football and basketball games and are hopeful of successful Cal seasons this year."

William Harrison, BS, writes, "I am in my 19th year as a Superior Court judge of the Solano Superior Court. I am married to Jackie, who is recently retired and completing her doctorate at UC Davis. We have five adult children and seven grandchildren. We divide our time between our homes in Napa, Calif., and Northstar at Lake Tahoe. Golf, skiing, and family keep our lives fit and active."

1964

Schuyler Bailey, BS, see MBA 1965 notes.

Robin (Craig) Brown, BS, of San Francisco writes, "The Haas entrepreneurial spirit is alive and well as seen in the hard work and creativity of our daughter, Candace Craig Nelson, and husband, Charles, who both left investment banking in San Francisco to start the original cupcake bakery, Sprinkles. Their fifth and newest store recently opened in Palo Alto along with locations in Beverly Hills, Newport Beach, Dallas, and Scottsdale."

1965

Vijay (Pandit) Kumar, BS, of Mountain View, Calif., writes, "After passing actuarial math and statistics exams, I left that field to get into the software field. I worked for IBM and then its competitors Memorex, Amdahl, and BMC. For IBM I worked in San Francisco and later in San Jose. I last worked for IBM at its Silicon Valley labs in San Jose in 2007. I am a member of the Board of Advisors of Internet Speech, a San Jose company. I took a break from software and ran an import/export company for a few years, but later rejoined the software field. I enjoy Cal football and hold a season ticket. I was very happy to see Cal beat Stanford and get the axe back in 2008. My son, Jay, is a structural engineer living in Emeryville. He built one of the buildings at Cal. My daughter, Amba, just gave birth to my first granddaughter in Santa Cruz on May 30."



Vijay (Pandit) Kumar, BS 65

1966

Bruce Kreiger, BS, see MBA 1968 notes.

1968

Bob Kellerman, BS, of Los Angeles is enjoying a later career of designing offices and homes. He also teaches, tutors, and sets up AutoCAD, with an emphasis on clear, practical use for design professionals. He writes that he is "definitely interested in new clients and networking. I am a bit sad that I have not found as many of my favorite classmates as I might like. The '60s sent us in many directions."



Bob Kellerman, BS 68

1969



Daniel D. Asera, BS 69

Daniel D. Asera, BS, was selected a 2008 TLC Fellow by the Teaching and Learning Center at the University of Nevada, Las Vegas, in recognition of faculty members who have demonstrated a commitment to their teaching practices, their interests in continuing professional development, and their concerns for student learning outcomes at the University. Asera teaches governmental accounting and public finance at UNLV and is the founder and current president of Cal Spirit of Las Vegas, the Cal alumni chapter of southern Nevada. He is also president of the class of 1969 at Cal and visits Berkeley regularly. At UNLV he has been active as the faculty adviser to the Rebel Ice Hockey Team. In the community he is a Clark County hearing officer for property tax appeals and serves on the Community Development Advisory Committee to review grant applications for homeless shelter and affordable housing programs in Clark County. He also teaches in the Summer Business Institute of Clark County and the UNLV Center for Academic Enrichment & Outreach.

1973



Erick Vinther, BS 73

Erick Vinther, BS, of Burlingame, Calif., is a broker for Vinther Properties, www.Vinther Properties.com.

1974

Alan D. Fong, BS, writes, "After graduation from Berkeley, I worked for a number of private and governmental agencies before settling in at the State Compensation Insurance Fund, where I have just completed 20 years of service. I received my MBA from San Francisco State University in 1980 and have been married 27 years to Charlene Ja (UCSF 1977). We have two children, who are currently attending UC Davis. Our son, Jordan, is a senior, and our daughter, Dana, is a junior. We are still active with the First Chinese Baptist Church in San Francisco."

1977

Philip Cernuto, BS, is vice president of Lincoln Industries, a global manufacturing firm headquartered in St. Louis, Mo.

Bruce Hurd, BS, writes, "I retired as a colonel from the US Air Force in 2007 after a 30-year career as an officer and pilot. After 'retirement,' I immediately began working as a project manager for Science Applications International Corporation here in San Diego. I manage SAIC's Electronic Key Management Systems programs dealing with the Common User Application System and the Advanced Extremely High Frequency satellite system. The Department of Defense is our primary customer. My wife and daughter and I are enjoying life in southern California very much and are truly appreciative of our good fortune and what life has provided us. We send our very best to all of you."

David Johnson, BS, is vice president of finance and operations for the California Autism Foundation in Richmond, Calif., www.calautism.org.

1981

Hal Bogotch, BS, and his wife, Laura, and daughter, Annalisa, recently moved 150 yards closer to scenic Venice Beach. He writes, "Annalisa is 4 years old and enjoying her very own bedroom. In November, Laura (Lacamara) bagged a contract to illustrate a children's book for Arte Publica/Pinata Press." Hal is teaching technical arts/computer literacy classes to children with autism spectrum disorders at a private school in Culver City. He also publishes his poetry in a local monthly, the *Free Venice Beachhead*.



Joseph Breen, BS 81

Joseph Breen, BS, an employment law and business litigation attorney, recently celebrated his first anniversary with the San Francisco office of international law firm Seyfarth Shaw LLP. Joe continues to represent clients in all aspects of workplace law including defense of class actions. A former president of the San Francisco Chapter of Cal Business Alumni, he also serves on the board of the new North Bay Chapter of the Haas Alumni Network and recently hosted a presentation by Professor Jim Wilcox on the credit crisis.

Anne (Nielsen) Mitchell, BS, and her husband, **Mark Mitchell, BS 1980,** are busy raising two children, Ryan (15) and Lauren (13), in Lafayette, Calif. Anne has enjoyed the last 15 years volunteering throughout Lafayette while providing financial consulting services to a variety of clients. Recently she joined Workday Inc. as a product manager for their SaaS-based revenue, resource, and financials product. Mark continues to work in finance and real estate.

Charles Rashall, BS, celebrates the "lucky 7th" year of his firm, brandadvisors, a boutique consultancy that helps clients compete and innovate by defining and driving relevance and differentiation. This year he joined the Haas faculty to teach the core marketing course for undergraduates during the summer session. He hopes fellow Cal alums will let the above proven dedication to UC Berkeley outweigh the fact that Stanford Medical Center is a new client of brandadvisors! Aside from work, Charles is back in another band – this one a '70s and '80s classic-rock cover band, and he serves on the San Francisco Symphony Symphonix Advisory Board, following three years on the board of directors. Charles also serves on the board for the Wharton School's Lauder Institute Alumni Association. He writes, "No triathlons this year, but more pool time, thanks to the California weather, and less road-bike time 'thanks' to a seemingly never-ending streak of flat tires!"



Charles Rashall, BS 81

1983

Katharine (Baker) Coakley, BS, a 1995 Berkeley Advanced Management Program graduate, and her husband, Glen Baker, have been married for 15 years and have a son, Aaron (11). She has been a banker for 25 years, spanning international, commercial, and private banking in San Francisco, London, Milan, Bend, and Portland. She is involved with Guide Dogs for the Blind and has been a volunteer ski patroller at Squaw Valley for 25 years.



Katharine (Baker) Coakley, BS 83, and family

Steven Peletz, BS, see MBA 1999 notes.

1985

Bill Koefoed, BS, see MBA 1994 notes.

1986

John L. Francis, BS, of San Diego, writes, "I have been very fortunate in maintaining my career path in public and private service due to my excellent academic training at UC Berkeley's undergraduate business program." He received his MBA in international entrepreneurial economics from Harvard University. He speaks English, Spanish, and Germanic Slavic languages and has worked as a public relations and sales/marketing advisor, with international finance knowledge in world markets, world securities, and emerging and converging opportunities.

Larry Schaffer, BS, writes, "After working in the publishing industry for nearly two decades, I made a 180-degree turn a few years back and decided to try my hand at something completely different. I went back to school and got my master's degree in viticulture and enology from UC Davis! I now work as the assistant winemaker at Fess Parker Winery in Los Olivos. In addition, my wife, Christie, and I have started our own wine label — Tercero Wines — concentrating on Rhone reds and whites from leading Santa Barbara County vineyards. Check out our offerings at www.tercerowines.com, and let me know if you are ever in the area. I would love to offer tips and taste wines together. My wife and I are fortunate to have three unbelievable children – Davis, Cade, and Jaxon. They keep us young. Cheers!"

1987



Jenny (Yen Chung) Huang, BS 87

Jenny (Yen Chung) Huang, BS, of Mountain View, Calif., writes, "It feels good to be reconnecting with Cal. I am not sure if it's because of the state of the economic climate or just that time of the year. My life journey after Cal is very different from what I had expected. I always thought that the Cal education was to build a career in my profession but as it turned out, it benefited me in different ways than I would have imagined. After years working as a marketing professional in the high-tech field, I now own a marketing consulting business. I have been enjoying it because having your own business means that you have more control over your destiny. You get rewarded for the hard work that you put in, and you meet people that you would have never thought of meeting. I am also contributing my time as a board member of the Haas South Bay Alumni Chapter. If you want to find more about what's up in my life, join my network at LinkedIn or follow me at twitter.com."

Dennis Ku, BS, writes, "I am working at Egon Zehnder International as its managing partner in China, currently based in Shanghai. The firm is a great global outfit, the largest privately held search firm in the world with more than 370 consultants located in 62 wholly owned offices in 37 countries. It specializes in senior-level executive search, board consulting and director search, management appraisals, and talent management. In the 12 years that I have been here, we have been growing at a very healthy rate. After Berkeley, I joined the finance department of a company called Phoenix Leasing based in San Rafael before I entered Stanford for its MBA program, graduating in 1992. I then returned to Hong Kong to work for Hong Kong Toy Center, a publicly listed company in Hong Kong, initially as its head of sales and subsequently as president and general manager. In between, I also joined a startup called Teleweb as president, offering call-center customer outsourcing solutions in China. On the personal front, my wife, Karen, and I have two wonderful kids, Ryan (10) and Sarina (7)."

1989

Kevin Ackerman, BS, of Hollywood, Calif., writes, "After graduating with an M.A. from the USC School of Cinema-Television, I made a few award-winning short films and embarked on a career as a professional photographer and filmmaker. So all of you should hire me to make industrials to support your new startups. www.TriedAndTrueProductions.com."

Salim Lakhani, BS, writes, "My wife, **May Chang (BS Econ. 91)** and I recently adopted a baby girl from China, Abby, and moved from San Jose, Calif., to Denver, Colo. I'm back at school at CMU SV getting my MS in software management. We're loving it in Colorado and want to meet some alumni. Drop me a note at sl@usa.net if you're in Denver."



Salim Lakhani, BS 89, with baby, Abby

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Alumni Notes

Jojilyn (Gonong) Siegel, BS, of Issaquah, Wash., recently returned to the workforce and is an educational assistant at a local elementary school, working with students who are English language learners and students in the Benchmark Enrichment Learning program. She serves as PTA co-vice president at her daughter's elementary school and is enjoying life in the Pacific Northwest with her husband, Mark, and children, Matthew (12) and Emma (9).

1990

Vidya (Ramanjaneya) Kagan, BS, started in July as the director of annual giving at Noble and Greenough School, a private school grades 7 to 12 in Dedham, Mass. Vidya is enjoying her new job and short commute very much. She and her husband, Steve, still live in Needham, Mass., with their two beautiful kids, daughter Reena (5) and son Brady (20 months).

Dawna Stone, BS, recently launched Women's Running magazine, a national consumer magazine available nationwide at Barnes & Noble, Borders, Books-A-Million, and other national specialty retailers. Check out Women's Running online at www.womensrunningmag.com. She earned her MBA at The Anderson School at the University of California, Los Angeles. She lives in Saint Petersburg, Fla., with husband, Matt, daughter, Kaelie (1), and their dog, Valkyrie.

1991

Michael Lynch, BS, of San Francisco writes, "I am happy to report that I proposed to Lilian Kim on Nov. 7 at the Haas Gala held at the Ritz Carlton in San Francisco. I am also happy to report that she said 'yes.' Go Bears!"

Gene Tenberg, BS, see MBA 1997 notes.

1992

Adam Smithline, BS, is working in Los Gatos, Calif., as vice president of B2C and vice president of marketing for mobile entertainment company Buongiorno USA.

1995

Christine Edmondson (Kuang-yu Shih), BS, of Sunnyvale, Calif., writes, "I am married with two children, Evan (5) and Aliya (3). I am teaching one Psychology 001 course at West Valley College while spending the rest of my time playing with Evan and Aliya (and my poor husband when he is not working). I would like to get in touch with my college friends so please feel free to send me an email at edmondson_family@sbcglobal.net. Cheers!"

John Harkavy, BS, is controller for Dole Fresh Vegetables in Monterey, Calif. He has two sons, Trey (5) and Axel (1).

1996

Eleen (Hsu) Agustin, BS, writes, "2008 was a big year for me! I got married to my husband, Jimmy Agustin, in January and have been enjoying being a newlywed. Both of us being Cal grads, we could think of nowhere better to host our reception than right on campus at the beautiful Berkeley Faculty Club. With Jimmy's support, I left the world of Web project management and started a small business selling handmade bags and accessories online at www.eleen.com and at local, juried craft fairs. Everything is designed and manufactured by me in our lovely home in Alameda, Calif. Other than that, we enjoy supporting the Cal football team as annual season ticket holders. And both Jimmy and I look forward to 2009 as a year for even bigger and better. Go Bears."


Eleen (Hsu) Agustin, BS 96, and husband, Jimmy Agustin


Jeff Cohen, BS 96

Jeff Cohen, BS, of Beverly Hills, Calif., is a founding partner of entertainment law firm Cohen & Gardner LLP. He was recently named by The Hollywood Reporter as one of the top 35 executives under 35 years old in the entertainment industry. In addition, Variety recently profiled Jeff in its annual "Dealmakers Impact Report."

1997

Allen Lee, BS, of Los Angeles writes, "I am in charge of corporate development at Capitol Films, an independent distributor, financier, and producer of film and TV content. We are actively looking to acquire film/TV library and acquire or partner with domestic, foreign, and emerging-market operating entities, as well as preparing for the ongoing transition to digital distribution. We offer our investors participation across the capital structure in single pictures, marketing funds, and film slates. Personally, I am involved with the Korean and Korean-American entertainment community. I look forward to connecting with any current and future alumni (allenwlee@yahoo.com). Go Bears!"


Allen Lee, BS 97

Ryan McDonough, BS, is a partner with Constantin Partners, a seed and early-stage venture capital fund. He brings more than 10 years of consulting and management experience to his work at Constantin. He spent most of the past decade with McKinsey & Company, where he served a range of clients in the high-tech, financial, and telecom spaces. His strategy and operations work has taken him around the globe, working in McKinsey's San Francisco, Silicon Valley, London, Hong Kong, and Tel Aviv offices. He's counseled CEOs and top management across the range of business issues, from corporate vision setting to product definition to streamlining back-office operations to meeting customer needs cost effectively. He provided investment advice for a global multibillion-dollar private equity firm and a leading Israeli VC. Ryan is on the board of The V Foundation Wine Celebration, a charity wine auction that has raised over $30 million for cancer research. He enjoys spending time with his wife, Amy, and young son, Matthew, and enjoys renovating their home.

Monica (Chandiramani) Ramani, BS, writes, "I joined MSCI Barra as a vice president of client coverage focusing on the asset-owner client segment, including pension funds, endowments, and consultants. I have been living in New York for the past six years and will be covering clients on the east coast."

Viola Sutanto, BS, of San Francisco, writes, "I am the owner of chewing the cud, a concept-driven design studio, www.chewingthecud.com. We collaborate with businesses to create meaningful and impactful brands. At the beginning of this year, we ventured into product and added wedding and custom stationery design to the sister arm of our company, www.chewingthecudweddings.com. It has been an exciting and tremendously fulfilling ride that I continue to embrace each day."

1998

Mark Coker, BS, of Los Gatos, Calif., writes, "I launched Smashwords, a new startup that allows authors to digitally self-publish e-books. Check it out at http://www.smashwords.com."

Irene (Chen) Poston, BS, see MBA 2003 notes.

Elke Snijder, BS, of Soest, The Netherlands, has been employed at ING the last eight years and is now working on the operational side of the merger of two of the largest banks in the Netherlands. He writes, "On a personal level the big news is our baby son, Hugo, born on Aug. 1."

Robert Yen, BS, of San Francisco, writes, "Changing the world, one call center agent at a time. If you run a call center or utilize call-center services, check out Evolv On-Demand. On a personal note, moving back to the Bay Area after nine years away has been nice. And a recent engagement has us planning a 2009 wedding!"

1999

Lee (Thysell) Amaya, BS, writes, "Happy New Year from my family to yours!"


Lee (Thysell) Amaya, BS 99, and family

Aurora Kessler, BS, writes, "I have recently moved to Singapore to direct the public relations efforts for Amanresorts in Southeast Asia. It's a delight to return to Asia after growing up in Thailand and India for many years, and working with Aman as it continues to expand its luxury resort portfolio is tremendously exciting."

Armeen (Armin) Mazda, BS, writes, "I am the CEO of Appeon Corp., a Hong Kong-based software company with an R&D center in Shenzhen, China. Shenzhen is among the top-10 fastest growing cities in the world.


Armeen (Armin) Mazda, BS 99

It's been an exhilarating ride with quite a few bumps along the way. Out of necessity I learned to speak Mandarin (now fluent), witnessed true Chinese culture firsthand, ate some unimaginable things (for lack of a better word), and got married. I encourage all fellow alums to visit Shenzhen, and feel free to look me up while you are here (asmazda@haasalum.berkeley.edu)."

2001

Jeremy Miller, BS, "Hello Haas alums. I hope all is well! After working three years for Frank Gehry's architectural technology company, I have entered the full-time MBA program at Columbia to focus on entrepreneurship. My wife and I are expecting our first child in April. You can reach me at jer7747@yahoo.com."

Joyce (Tingley) Paige, BS, of Overland Park, Kan., will open a wholesale gluten-free bakery soon, Grandma's Gluten-Free Goodies. The new web site is www.GrandmasGlutenFreeGoodies.com or www.GGFG.biz. The bakery will serve Missouri and Kansas initially.

2003

Vivian Lu, BS, of San Francisco writes, "I recently returned from service in Peace Corps Bolivia, where I worked for two years with the rural credit program of the microfinance NGO, Pro Mujer, and several other community institutions in and around the city of Sucre. It was an incredible, challenging experience, and it is great to see family and friends again."

Michael Mashintchian, BS, writes, "I spent some time in management consulting at Accenture after graduation and am now pursuing my MBA


Michael Mashintchian, BS 03

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Alumni Notes



Victor Pineda (center), BS 03, at the UN Educational, Scientific, and Cultural Organization Conference on Inclusive Education

full-time at the UCLA Anderson School of Management, while also starting my own company."

Victor Pineda, BS, of Los Angeles, spoke at the United Nations Educational, Scientific, and Cultural Organization Conference on Inclusive Education in November. The theme of the 48th session was "Inclusive Education: the Way of the Future." He writes, "For me this UNESCO Conference on Inclusive Education is about building the next generation of citizens that are not only responsible to themselves but also to their state. In order for them to feel responsible for their state, they must feel that their state is responsible for them."

2004

Daniel O'Leary, BS, of Chula Vista, Calif., writes, "The biggest news is our son born in June. We have a 2-year-old daughter also. I'm the director of manufacturing operations at D&K Engineering in Rancho Bernardo, going on four years with D&K. The company is expanding its engineering and manufacturing model and has had a very successful year. It has been challenging and rewarding to play a part in the company's growth in not only California but now internationally as well, as we have set up a joint venture in Singapore. Having fun on the OPS career path. I've even had to crack open my old finance book on one or two occasions!"

2005

Since graduating with a double major in economics and business administration, **Aaron Shaw, BS,** of San Francisco has been working in public accounting at Deloitte & Touche, primarily with real estate clients. He passed his CPA exam and the first two levels of the CFA exam and will take level 3 of the CFA exam in June.

AllenVartazarian, BS, of Los Angeles writes, "We raised $800,000 this year for my startup, Taltopia.com, a platform that connects aspiring talent with fans and industry professionals."

2006

Aaron Dallek, BS, of San Francisco, writes, "Planet Metrics, the San Bruno-based carbon information management software company I founded right out of college, announced the launch of the company and the close of $2.3 million in Series A funding. We were funded by angel investors and Draper Fisher Jurvetson. We also have announced our first customer, the Consumer Electronics Association. We are using our emission modeling software to calculate the carbon footprint of the World's Largest Consumer Electronics Show in Las Vegas."

Sulina Lee, BS, writes, "I recently got promoted to senior tax consultant. One of the good things about being an accountant is that you have a stable job no matter what the economy looks like – there is always work for us. I look forward to the new challenges and tax planning opportunities lying ahead of us, especially with our next president!"

After working as a tax consultant for two years, **Chantal Wu, BS,** will pursue her master's of management degree in hospitality at Cornell University. She is very excited about starting the program in May 2009 and would like to get back in touch with fellow alumni on the east coast.

2008

David Habibian, BS, writes, "A few fellow classmates and I started a professional services firm centered around real estate while attending courses at Haas. We utilized the advice and feedback of our professors to develop our business model and competitive advantages. We are now an incorporated team of five professionals with licenses, degrees, and certifications allowing us to help clients and investors identify, evaluate, and invest in residential and commercial properties. Because of the current market downturn and ensuing decline in home prices, we are beginning to see a significant increase in demand for our services, which is exciting and particularly rewarding. We owe a lot of this success to the principles we learned in business school at Haas. To learn more about us, feel free to visit our web site at www.cherrystone.com. Thanks again to all our wonderful professors and staff for your invaluable advice and support."

Anthony DeLoney, BS, of Sacramento, Calif., is working in a company of 10 people as a municipal solid-waste management consultant.

Jessica Lai, BS, writes, "I spent the past summer at the University of Virginia pursuing a master's in accounting. I now reside in Orange County and work for Ernst & Young in the assurance practice."

Cole Turay, BS, of Pleasanton, Calif., writes, "After graduating this past May I took 'the road less traveled' and partnered with an e-learning and personal development startup company called Brainology. You can check out our site at www.brainology.us. We are rolling out slowly and are planning our official launch for sometime in Q1 of 2009. Drop me a line at cturay@brianology.us. Go bears!"

Serge Vartanov, BS, of Wai'anae, Hawaii, is working through Teach for America in a low-income charter school in Hawaii. He writes, "In addition to teaching fifth grade reading and math, seventh-grade Japanese, and K-6 technology, I'm also planning an educational trip that will allow 15 of our seventh graders to travel to Tokyo, Kyoto, Hiroshima, and Kyushu."

MBA

1964

Georgina Falu, MBA, is president of Falu Foundation in El Barrio-Manhattan, a community-based, nonprofit organization offering computer training for children. Celebrating the 20-year anniversary, Dr. Falu invites alumni to New York to volunteer as board members. She writes, "Many of these children are potential future Berkeley students. I invite everyone to help work for this."



Donald Hendon, MBA 64

Donald Hendon, MBA, of Mesquite, Nev., writes, "After getting a Ph.D. from the University of Texas at Austin in 1971, I began teaching marketing at universities full time, in the US and overseas (Mexico, Canada, Australia, Oman, UAE, Saudi Arabia, and Malaysia). During summer holidays, I always did consulting overseas, hardly ever in the US, and have done this kind of work in 36 nations on six continents. Retired from full-time teaching in 2003. I now do consulting-seminars overseas four or five times a year, a month at a time. I have written four books, including *Cross-Cultural Business Negotiating, Battling for Profits,* and *Classic Failures in Product Marketing*. My new book is coming out in summer 2009: *365 Powerful Ways to Influence, Persuade, and Win Big—in Life and Business!* I am happily married to a wonderful Filipina. Hobbies include collecting Uncle $crooge McDuck stuff."

1965

Schuyler Bailey, MBA, of Berkeley, writes, "From May 15 to August 9, Susie and I took our (small!) 24-foot RV to New England and eastern Canada (Prince Edward Island, Nova Scotia, and New Brunswick). What an adventure – snowstorms in Yellowstone and Cody, thunderstorms near Chicago, the Weather Radio on frequently. New England was beautiful in the spring and summer. The Boston/Concord/Lexington area was historically special. We drove 15,200 miles (and at 9.2 mpg, the gas bill was #&%?*!)"

1968

Bruce Kreiger, MBA, of Wilton, Conn., writes, "Since graduation I have held several positions as vice president and general counsel to public (NYSE) and privately held companies. In addition, I had the pleasure to be asked and did work as special counsel to the Reagan White House. I have two sons. One recently graduated Wharton and is in his own call-center business. My other son is finishing at NYU while working as a jazz musician. I am working on two books. One is a short anthology of my own poetry with my original illustrations; the other is a legal textbook on the subject of the making of a general counsel."

1970

Robin Bollinger, MBA, of Oakland, writes, "China has become my passion. It is a wonderful country whose people are friendly and industrious. Now launching a direct marketing business in China. I'm in startup stage and seeking a few bilingual individuals of Chinese descent with family or friends residing in or near Beijing to help create value for themselves and me. Since 2002 I have been working with Chinese entrepreneurs based in China to help them develop business plans and raise capital. I also assist in developing US market entry. Web site: www.rjbollinger.com." Among his three sons, the oldest is deputy political consul to El Salvador, the middle son is living independently and working as a courtesy clerk for Safeway, and the youngest is executive chef of Urbana Restaurant in Washington, DC.



Robin Bollinger, MBA 70



Gary Matkin, MBA 70

Gary Matkin, MBA, who also has a Ph.D. (Education 89), is dean of continuing education at the University of California, Irvine. Matkin serves as treasurer of the OpenCourseWare Consortium, a collaboration of more than 200 higher education institutions and associated organizations from around the world creating a broad and deep body of open educational content using a shared model. He is the visionary behind UC Irvine's OpenCourseWare initiative. Under his leadership, UC Irvine's OCW initiative strives to play a significant role in the contribution to the social welfare of the state, the nation, and the world; showcase the University's top instructional efforts and make those course materials free on a global scale to educators, students, and self-learners; and to create educational assets that are discoverable, searchable, and modifiable under Creative Commons licenses. For more information about UC Irvine's OCW initiative, visit http://ocw.uci.edu/.

1971

Donald Kummer, MBA, is professor emeritus in finance at the University of Missouri-St. Louis. He will retire this academic year after 32 years of service.



Frank R. Finch, MBA 77

1977

Frank R. Finch, MBA, president of Greenhorne & O'Mara, assumed the added role of CEO in November. He joined G&O six years ago as senior vice president of water and environment, and in March 2007 was named president. He has more than 30 years of broad-based experience in the engineering consulting and construction industries, serving in significant positions as a senior officer with the US military, and in executive positions in the private and public sectors. He also holds a master's degree in engineering. Greenhorne & O'Mara (G&O) is a full-service engineering consulting firm that provides solutions in the areas of general civil, transportation, environmental, water resources, and hazard mitigation and security services to clients in the public and private sectors.

Redge Martin, MBA, writes, "I continue to be the president and CEO of Clars Auction Gallery in Oakland. The auction house handles fine art, antiques, mid-modern furniture, jewelry, Asian pieces, rugs, etc. My wife, Carole, works part time as a vision specialist with the Pleasanton School District. My daughter is a manager with the California Department of Education, working on fitness and health programs for schools throughout the state. My son works for Fisher Investments. We like adventure travel, various sports, working with animals, and are optimistic about the change in leadership of our government."

1978

Raymond Fry, MBA, retired from Levi Strauss after 23 years working with the Haas family. He is now a Certified Senior Advisor and a mortgage broker specializing in the reverse mortgage loan program and co-owner with his wife of a company called Mr. Reverse Mortgage Inc. He writes, "I've been married for 30 years to a wonderful lady from Persia. We have no children, but I've been blessed with a large number of nieces, nephews, and in-laws from my wife's family. My volunteer work is centered around working with seniors and the local Area Agency on Aging."

1979

In his new book *Selling the Intangible Company* published by John Wiley & Sons, **Thomas Metz Jr., MBA,** helps CEOs, entrepreneurs, and venture capitalists to understand the process and nuances of selling a company whose value is strategic. He addresses the key issues surrounding the sale of a company in which the value is in its technology, software, and know-how, but has not yet shown up on its balance sheet. He identifies the best time to sell and debunks many of the common myths surrounding the sale process. He explains why a CEO should not sell the company himself. Metz offers advice on negotiating the price of an intangible company, identifies the common negotiating mistakes, and discusses how creative structuring can overcome unusual deal problems.

1980

John-Paul Leonard, MBA, of Joshua Tree, Calif., writes, "When people asked where I got my degree, I used to like to tease them and say from the University of Broccoli at Cauliflower. They were always puzzled of course. But now at last there is a grain of truth to my silly joke — I see Berkeley scientists have found that broccoli may be good against cancer! As for other highlights, this year it will be a record number of new book titles coming out of my little publishing company, Progressive Press, the main project being two exposés of Obama as a phony cover artist for repressive domestic and aggressive foreign policies."

Linda Wright, MBA, writes, "I am in the process of completing my work as senior vice president and treasurer of Fireman's Fund Insurance Co./Allianz and will be looking for my next opportunity. I would like to stay in California as my husband is a practicing attorney and general counsel of his firm. I live in Tiburon and have two college-attending children."

1981



Ronald Pimentel, MBA 81

Ronald Pimentel, MBA, completed his Ph.D. at the University of Arizona in 1997. He is associate professor of marketing and MBA program director at California State University, Bakersfield. He is married with three adult children and one French bulldog.

1982

Beverly Dance, MBA, of Oakland, writes, "As a human resources consultant, I want to support fellow bears directly impacted by changes in the economy. In addition to facilitating classes for the Society for Human Resources Management and the Northern California Human Resources Association, I also provide interview preparation coaching, which includes an interview for a targeted job plus feedback to strengthen answers and build confidence. To schedule a practice interview prior to a real job interview, contact me at dance@mba.berkeley.edu. Use the phrase 'Go Bears!' for 25 percent off."

1983

Maureen (McCoy) Buehler, MBA, is living in beautiful Sonoma County, happily married to Noel Buehler, who is an avid Cal Bears football fan. Her daughter, Haley, just graduated from UCLA in June and son, Andrew, is successfully exploring a sales career with a tech company. Maureen loves the work she's doing for Autodesk running its Global University Relations

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Alumni Notes



Maureen (McCoy) Buehler, MBA 83

programs. Her role took her to China four times this past year (including living there for three months last summer) as well as to Europe and many US universities. She's having a great time as a new member of the board that is launching the North Bay Chapter of the Haas Alumni Network.

1984 | REUNION APRIL 24-26
haas.berkeley.edu/alumni/reunion

Joe Jimenez, MBA, writes, "I was named CEO of Novartis Pharmaceuticals in October 2007 after a long career in consumer packaged goods. I served as a non-executive director on the board of AstraZeneca from 2002 to 2006, which was my entry into health care. I am having a very good time running this $26 billion global business, despite all the issues in the pharma industry. Most importantly we are making decisions now regarding the development of new compounds, which will have a significant impact on medicine and public health well into the next decade. I live in Basel, Switzerland, with my wife, Denise, and my three kids, Christina (17), Stephen (12), and Aaron (10), but we make it back to the Bay Area twice a year for summer and the holidays."

1985

Rick Maedler, MBA, writes, "I continued my stalwart efforts last year to preserve the rare and endangered ptarmigan-armadillo, while further developing my Napa gel ball deportation business to more than $10 million. And how are all my fine, fellow classmates doing? Still employed?"

1986

Paul Caracciolo, MBA, writes, "After many years on the corporate side of market research I switched to the supplier side when I joined HINER & Partners in 2007 as vice president/senior consultant. We're a market research company based in Long Beach that provides marketing diagnostics and strategy consulting. The work, clients, and company atmosphere have been extremely satisfying. My wife, Mary, and I are crossing the 20-year mark as Pasadena residents and have a 17-year-old son who's looking at Cal and other colleges that he deems 'sufficiently far from home.' We're entrenched in a sea of rabid USC football fans and attend the Cal-USC games when they're down here. Afterwards, our only solace comes from noting that Cal generally beats the spread."

James Frolich, MBA, writes, "I moved from Hawaii to Vancouver in 2006 and it took quite a while to adjust to the change in climate. Having a pass to the ski resort behind my house helps though! I joined Golder Associates, a global engineering consultancy, in 2006 and am responsible for the environmental and social resource practice here. My focus is on M&A due diligence and environmental assessment for resource industries. In addition to work here in Canada, I have been conducting consulting activities for projects in Tibet, Mongolia, Colombia, and Panama in the last year. While I have been staying home more than usual in the last year I did get to South America twice and spent a month visiting my old homes in Spain and Germany. I would like to meet any other alumni here in the vicinity."

Robin (Rasure) Roeper, MBA, of Montgomery Township, N.J., writes, "After retiring to start a family, I am working at home to raise three children, volunteer in the local PTA, and play tennis. I am still searching for the perfect startup idea that can be worked into my schedule of chauffering the kids to their many activities. Our family spent the Christmas holiday in merry ol' England visiting my husband's family and friends."

1987

C. Cheryl Archer, MBA, writes, "My partner and I own a sign manufacturing business called SignWorks Inc. We are located in San Leandro, Calif. Please visit our web site, www.signworks.us.com, for complete information about our business, or call us at 510-357-2000 to say hello. We are never too busy for your referrals."

Eric Larson, MBA, of Indianapolis, Ind., and Denver, Colo., writes, "I'm serving energy needs of public, nonprofit utilities across the US and hoping my son might attend Cal next year."

1988

Ralph Garcia Jr., MBA, writes, "I am still working as a financial advisor in San Francisco. I am playing a lot of soccer and doing volunteer activities with a few boards and AYSO. Jean is busy working at the YMCA (aerobics instructor) and volunteering in the community. Our kids are now 19, 17, and 13. Our daughter is a sophomore at UCSB. Our son, Nicholas, is a high school senior. Our youngest son, James, has been accepted to Cal on the Big Game Verbal Early Acceptance Program by the chancellor. James plans to play in the Cal band."

1989 | REUNION APRIL 24-26
haas.berkeley.edu/alumni/reunion

Jeff Bialik, MBA, of San Rafael, Calif., is the new executive director of Catholic Charities CYO, one of the largest nonprofit providers of social services in the Bay Area. He takes over from Brian Cahill, who is retiring after having headed the agency for nine years. As executive director, Bialik will oversee the $39 million organization, which has over 600 employees in four counties and supports 30 programs that help the Bay Area's most vulnerable and in need. CCCYO provides critical services to families in crisis, children, the homeless, the aging and disabled, those living with debilitating HIV/AIDS, refugees and immigrants, and runs CYO camp, athletics, and transportation programs.

1990

Matthew Anderson, MBA, writes, "I have been busy charting the course of distress in the real estate markets. Since founding Foresight Analytics in 2005 with co-alum **Susan Underberg Persin, MBA 1991,** I have been increasingly occupied with analyzing bank loan portfolios and market trends. Our firm's data has made its way into major publications, including *The Wall Street Journal*, *New York Times*, and *American Banker*. When not working, I am busy at home in Alameda, Calif., with my wife, Nuala, and daughters, Aoife (7) and Orla (3)."

Ker Gibbs, MBA, is taking advantage of the vibrant jazz scene in Shanghai and recently performed with some friends at the JZ Club. He and his family have been living in Shanghai for the last 6 years. A steady stream of Haas classmates, past and present, have visited them in Shanghai. Ker is working for a boutique investment bank doing M&A advisory.



Ker Gibbs, MBA 90

Midori Katsumata, MBA, writes, "After 11 years at GE, I joined Spencer Stuart, a privately held executive search firm. I spent this summer in the Singapore office to promote cross-border searches across Asia/Japan, visited Shanghai and Hong Kong on business, and visited Angkor Wat (Cambodia), Bintan Island (Indonesia), and Hanoi (Vietnam) for pleasure. Caught up with Haas alums including **Till Vestring, Shunsa Hayashi, Aki Yasuda, Amy Wong** (from class of '90); **Bill Shaw, Ken Yeo, Lin Haibin, David Turchetti; Jon Tanaka** and **Professor Terry Marsh,** who were in town for conferences. **Ker Gibbs, Jay Johannesen, Yoshi Murakami** (again, class of 90) and **Nancy Starr** kindly introduced their friends in Singapore for me to network with. In addition, I met two newly admitted students from Singapore. Truly appreciated the friendship and hospitality extended by all these alums (Did I miss anyone?) Go Bears!"

Ray Meadows, MBA, of San Francisco, writes, "In my money management business I've managed to perform much better than the overall market this year, and no clients have pulled money from their accounts — a major victory in my view. I am in the planning stages for an analytically driven loan modification business that will help people avoid foreclosure and help banks reduce losses. I like the idea of building a profitable business that truly helps people. If there are other alumni interested in joining forces on this project as partners or investors, please contact me."

1991

Adam Hardej, MBA, of Carmel, Calif., and Hingham, Mass., writes, "All is well in the real estate valuation world. Refinancings and purchases of commercial property have slowed, but now it seems like everyone is disagreeing about something and my litigation support and expert witness volume is way up, not to mention pre-foreclosure asset management related work. **Beth, BS 91,** Adam III, and Rachel are all doing well. Recently reunited with **Austin Garrison** and **Pat Constanza, MBA 90,** at the Hardrock Cafe in Instanbul. We were both in town for a technology fair – small world. Also communicate with classmates **Will Wilfong** (Bangkok) and **John Rosen** (Boulder, Colo.) upon occasion. Still looking for **Otis Spencer** to show me some love and send me an email, Adam@BAARealtyadvisors.com. Go Cal!"

Nick Kiritz, MBA, of Washington, DC, writes, "What should the economic capital requirement be for a mortgage firm that's smack dab in the middle of the worst housing market in history and has already been taken over by the government? That's a question that even Nancy Wallace's great real estate finance class didn't prepare me for, but it's the one I'm grappling with as head of economic capital at Fannie Mae. Hope all my fellow grads are doing okay. Cheers."

Al Moser, MBA, of Dublin, Calif., deputy CFO at Lawrence Livermore National Laboratory, just completed leading the successful implementation of Oracle ERP at the lab. Now he's taking a nice long Caribbean vacation with his family.

Sudhanshu Verma, MBA, of Silicon Valley, Calif., has been active in various entrepreneurial roles. He was co-founder of a successful startup company in the late '90s. He is now vice president, software engineering, at Infinera, an optical telecom company that went IPO in 2007. He has three children and is active with various soccer activities and coaching.

1992

Bridgitte Backman-Bocken, MBA, an exchange student in 1992 now living in Secunda, South Africa, writes, "I have been traveling to India and China during the past year, which from both a business and personal perspective has been exciting and insightful. My two daughters are doing well. The youngest one will start school next year. I am missing the US and would love to come back. Managed to touch base with a friend from my year here in South Africa and others via the Web. I would love to touch base with the German-speaking contingent of friends from my year. Please feel free to look me up when you are here."

Scott Bechtler-Levin, MBA, of San Diego, Calif., writes, "For the past year, I have been leading IdeaEncore Network (www.IdeaEncore.com), which will launch in January. We are creating an online marketplace for nonprofit organizations to share and sell their quality ready-to-use tools, training, and project plans to other nonprofits (an eBay for nonprofit tools). Pacific Ridge School (www.pacificridge.org), an independent middle and high school that we helped create, has doubled enrollment. Now in its second year of operation, the school has over 225 students and is ahead of plan to reach 500 students within two years."

Victor Casalino, MBA, of Seattle, Wash., writes, "We are back from a four-year stay in beautiful Sydney, Australia. The kids are growing up quickly. We are happy to be back in the US and reconnect with our friends here!"

Barron's named **Mike Fitzhugh, MBA,** one of the top 100 independent wealth managers in the United States. He is a principal with Aspiriant in San Francisco.

Walter Tendler, MBA, writes, "I'm vice president, finance, at VMIX Media, a white-label video hosting service for companies with a lot of video content to display on the Web. I recently joined the Crawford High Foundation to raise funds for my public high school, a true melting pot with students that are native speakers of more than 25 languages. Please say hello if you are in San Diego."

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Art Altman, MBA 94

Art Altman, MBA, manages R&D in risk management of energy derivatives for Electric Power Research Institute in Palo Alto, Calif. His focus for 2009 will be carbon risk and integration of renewable resources. Contact him at aaltman@epri.com.

Olivier Cédé, MBA, of Paris, France, is vice president, procurement, and managing director of Nagra France.

Bill Koefoed, MBA, BS, of Seattle, Wash., was appointed general manager of investor relations for Microsoft Corp. He was previously general manager of finance and strategy for Microsoft's information technology organization

Jeff Kragen, MBA, is a financial advisor with Merrill Lynch in Walnut Creek, Calif., where he runs a wealth management practice focused on long-term financial planning and investment strategy. He and his wife, Kate, live in Alamo with their four children, ages 8 to 15.

Poul Erik Olsen, MBA, of Oakland, Calif., writes, "With the arrival of Fiona Astrid Olsen, we have now joined the two-plus-two club, which seems to be very popular among my fellow alums. Looking forward to seeing everybody for some ha-ha-time in April. Still at Rochdale Investment Management, so I have saved people from losing all their savings but haven't saved any rain forests."

Lars Stenstedt, MBA, writes, "After working in the software industry since graduation, I took the plunge in April and opened a retail store here in Alameda, Calif., SMART Phone and Photo (www.smartphonephoto.com). I run the store with my wife, **Tirra Stenstedt, MBA 94,** a graduate of the evening program, and our three children do their homework upstairs after school. The store sells phones and services for Verizon Wireless and Metro PCS, and we have a wide array of products and services to help people 'rediscover their photos.' The basic idea is to help people get those thousands of family photos off their computers and made into something tangible that will be around for a while. Of course we picked a nice economic climate to start a new retail business in, but at least we're having fun with it! Stop by and see us sometime."

Thomas Wehlen, MBA, San Francisco is still running his global quantitative fund, the inspiration for which came during Richard Lyons' international finance class. He writes, "Ivory tower theories, it seems, can be put to good use: The GLI Fund LLC has been in operation for 11 years and has outperformed its benchmarks by more than 10 percent a year over that time." His partners include two Haas alumni: **Ellie Brigham Wehlen** and **Rainer Genschel, both MBA 04.**

1995

Dana (Harmon) Charron, MBA, and **Nap Hosang, MBA/MPH 95,** are founding partners in two UC Berkeley spin-offs designed to reduce greenhouse gas emissions and improve the quality of life for millions of families in the world's poorest countries. Berkeley Air Monitoring Group is a consulting firm specialized in international environmental health monitoring and program evaluation. The Center for Entrepreneurship in International Health and Development, or CEIHD, is a nonprofit organization that leverages carbon finance to scale international development projects that simultaneously tackle climate change and alleviate poverty, poor health, and environmental degradation. Nap and Dana have received critical input and assistance from many Haas alumni, including **JoAnn Dunaway, Staci Collins, Kathy Kim, Kari Gothie, Dominic Montague, Jenna Marshall Hano, Susie Weiss, Eva Ros Guerrero, Adit Mane, Matt Evans,** and **Dennis Macray.** For more information, visit www.berkeleyair.com and www.ceihd.org."



Kari Gothrie, Dana (Harmon) Charron, and Nap Hosang, all MBA 95, collaborating on the Berkeley Air Monitoring Group

Adina Safer, MBA/MPH, writes, "It has been fun to be back on campus this year. I started this fall as a lecturer at Haas teaching the healthcare finance class in conjunction with the School of Public Health. I look forward to another semester on campus and getting involved in more activities at Berkeley. I continue to work for CVS/Caremark, focusing on the West Coast biotechnology and device companies, helping them on reimbursement and distribution planning. I am still living in San Francisco with my husband, Mark, and two kids, Adley (7) and Jude (5). Drop me a line, asafer@iname.com."

1996

Mark Beckford, MBA, writes, "After 11 great years with Intel Corp. and a three-year assignment in China, I left the company in

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January to take a long self-funded sabbatical. In November, I joined NComputing, a mature startup, as vice president of global business development. NComputing delivers ultra-low cost/power PC solutions for emerging markets and education (allows up to 30 users to share one desktop PC). It's a perfect match to my passion and love for growing technology businesses in countries around the world. I am still living with my wife, Monica, and three sons, Gabriel (11), Jonathan (8), and Jacob (6), in Folsom, Calif., but work in Redwood City when I am not on the road."

Brent Blasnek, MBA, of San Mateo, Calif., is entering his third year at Visa Inc. in Foster City. He writes, "Highlights from the past year included going public via the largest US IPO ever, getting promoted to senior business leader, and meeting Michael Phelps after his incredible Summer Olympics. Fellow colleagues and Haas alums **Mandy Fraser, Cedric Bru,** and **Michael Griffiths,** among others, are helping Visa institute formal recruiting at Haas, including on-campus information sessions and interviews. Best to everyone in 2009!"



Brent Blasnek, MBA 96, with daughter, Anna, and Michael Phelps at Visa event

Olivier Girard, MBA, of São Paulo, Brazil, writes, "I am still working in management consulting with focus on infrastructure projects, of which Brazil is in great need. Last year Andrea and I were blessed with the arrival of our first son, Patrick. He is 1 1/2 now and is already a great traveler, having been twice to Europe and once to the US. We also visited the Bay Area and Haas School last year, first time since graduation. Apart from the bigger trees and the older paint, I thought I was still in 1996."

John Gutman, MS 96, writes, "Busy with two kids (first and second grades) while my wife is headmaster of The Lawrenceville School in central New Jersey, a coed boarding and day high school for 800 students, which I attended 30 years ago. Using my Cal education in organizational behavior every day as an interested observer. Go Bears!"

1997

Federico Alvarez-Marquard, MBA, writes, "After several years in the home-building business near Mexico City, I decided a big change in quality of life was in order, and last year Annett, the kids (Ian and Nicole), and I moved to Seattle since we have always liked the Pacific Northwest area (and have family here also). If you are living nearby or planning a visit, let me know! My email is fedalva@gmail.com."



Federico Alvarez-Marquard, MBA 97, and family

Wens Gerdyman, MBA, of Los Altos, Calif., writes, "Looking for better work-life balance and self-fulfillment, I resigned my group product manager position at Shopping.com (part of eBay) last August. I spend half of my time as an independent consultant, helping companies bring to market new products. My experience has been in software and Internet applications, but I believe the innovation principles and process discipline can be applied to other environments. I spend the other half of my time scouting entrepreneurial partnership opportunities. You can contact me at wens@gerdyman.com."

Ira Rubien, MBA, is starting a new position as executive director, brand and marketing communications, at Wharton, University of Pennsylvania. He continues to live in the Philadelphia suburbs with his wife, Bonnie, and three kids.

Deborah (Chaplin) Spalding, MBA, of New Haven, Conn., is a managing partner at Working Lands Investment Partners LLC, which she founded in 2008 with five partners. Working Lands specializes in the investment and long-term stewardship of sustainably managed timber and agricultural lands, while providing investors exposure to rapidly developing environmental services markets, including carbon, wetland mitigation, biodiversity, and water quality trading.

Dan Stryker, MBA, writes, "Karen, Kate (4), Oliver (2), and I are all happily settling into life in Asheville, NC. We all love the beautiful mountain scenery, lack of traffic, diverse cultural scene, and great local food culture (seven microbreweries plus phenomenal sushi). Downtown Asheville definitely has a bit of a Berkeley vibe to it. When I am not kid herding, I am staying busy as a contractor, managing the development of software and Web applications for the electric power industry. Karen is doing very well with Abbott Labs in pharmaceutical sales. Kate focuses her energy on anything remotely artistic and princess related. Oliver, when not sprinting somewhere, enjoys anything with wheels or that can be taken apart and then put back together."

Gene Tenberg, MBA, writes, "I continue to live in the Bay Area with my wife, Irina, and two fabulous kids who keep us both busy and on our toes. Work is taking me in several profit and non-profit directions. On the profit side, I continue to build clients in the sustainable energy space, which I consider to be one of the most exciting areas of our economy. My most recent project involves raising a tax credit investment fund for financing commercial solar installations. On the nonprofit side, I am leading the development and growth of the Silicon Valley Duck Race, a regional fund-raising event benefiting social services organizations around Silicon Valley. I also just finished advising a Silicon Valley synagogue on the evaluation and installation of a 70 KW solar array, which will provide three quarters of the institution's electrical demand."



Gene Tenberg, MBA 97, and wife, Irina

1998

Dwayne Florenzie, MBA, writes, "After 10 years in the East, our family moved to the Far East as I took a position with Cisco Systems in Tokyo. I had previously managed wireless business opportunities in Asia for Alcatel-Lucent, based in New Jersey but with frequent travel to the region. Now I am based in Tokyo leading a sales team for telecommunications service provider business throughout Japan. I am thoroughly enjoying the new challenges, and it is a wonderful new adventure for my children. For my wife Kathy and I, it is a second honeymoon, since we first met each other here 20 years ago."

Joe Godinho, MBA, writes, "After nine years at Intel, six in strategy, planning and product development, I got married in 2006 to Helen, an Irish girl, and moved to Dublin, Ireland. Lovely city. I have had an interest in investments and in 2007 started with an asset management firm as a fund manager with four others managing about $3 billion in equities. Love it for the new perspective it's given me, but I must be honest that I miss the world of technology, managing large complex programs, and the buzz that goes with it. This November, we have been blessed by the arrival of Emily, our daughter. Plan to be back in California in 2010."

David Hehman, MBA, is living in Sebastopol, Calif., with his wife and two sons. He is the publisher of www.spartina.com and a co-founder of www.dealbase.com and www.flexjobs.com.

J.T. Klepp, MBA, writes, "On June 12, life changed forever as little Calista Marie was born. Given the huge amount of kids at the reunion, I guess a big part of the class knows how huge this is. It has been almost six months since I last slept, but it is just getting better and better. She is amazingly beautiful, almost always happy (except when about to go to sleep), and has changed our lives forever. Also, I decided to leave MoConDi and joined Storyz (www.storyz.com), which is a viral marketing tool for social networks on Web and mobile. We just launched on the AppStore, and getting good traction, and aim to commercialize everything in 2009. I am frequently in the Bay Area and in LA, as we have gotten a lot of interest from ad agencies and online sites looking to mobilize their offering. Otherwise, life in Sydney is good, as we are heading into summer and I am watching the thermometer in Oslo drop day by day. Sorry Tone and Thorvald."

Jeff Marshall, MBA, co-founded Brightstorm (www.brightstorm.com) and secured $6 million in Series A funding. Brightstorm, launched in October, provides video courses to high school students who want to learn more in order to get higher grades and better test scores. Jeff and his wife, **Jeanette Gurmendi, MBA 1998,** now live in the Montclair section of Oakland with their two kids, Olivia and Jeffrey. He writes, "Everyone is doing great!"

Miguel Tam, MBA, writes, "After 20 years of working at various Silicon Valley high-tech companies, I'm finally doing my own thing. I've started a product launch and marketing consulting firm called TopSprout (www.topsprout.com) to help green-tech and high-tech startups. Kind of crazy to do in this economy, but so far, so good! Wendy's now teaching kindergarten in San Mateo. Sofia is almost 9 and Jackson 7 – time just flies."

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James Cook, MBA, writes, "Enjoying our son Chris' first-grade experience and our life in Palo Alto. Work at OptiSolar continues to be fun. If you want to talk renewable energy, etc., please email me."



James Cook, MBA 99, and son, Chris, in Lake Lagunita

Alan Knitowski, MBA, writes, "Over the summer I relocated to Austin, Texas, from Newport Coast, Calif., to help expand business opportunities outside of California."

Steven Peletz, MBA, enjoyed the volcanoes, rainforests, beaches, and wildlife (snakes, monkeys, and prolific birds amongst many others) in Costa Rica over the summer while traveling with his wife and two children. He continues to get real estate deals done despite more challenging times in the San Francisco real estate market and is enjoying his role as vice chair of the Development Council for the Haas School of Business, raising money for the Annual Fund, which allows Dean Lyons to recruit and retain top talent and grow the stature of the Haas School of Business nationally and internationally.



Steve Peletz, BS 83, MBA 99, with wife, Kyra Minninger, in Costa Rica

Allen Schoonmaker, MBA, and Jennifer welcomed the newest addition to their family, Alyssa Schoonmaker, who was born Jan 16, 2008. She joins her bigger brother, Alexander (4). Allen continues to work in product management for high-tech networking gear in the Silicon Valley.

Tanya (Shaw) Steinhofer, MBA, writes, "The big news recently in our family was the birth of our daughter, Ashlyn, on June 29. We now have two under the age of 2 in diapers, so any advice is appreciated! We relocated to Mill Valley to be closer to good public schools and the fun, fun trails of Marin (we can still dream about free time). After maternity leave, I'll be back at Wetherby Asset Management, and hopefully the chaos in the markets will have settled down by then. Eric recently left Schwab after almost two years and is looking for a client-facing role for a small firm focused on sustainability."

Manuel Vera, MBA, writes, "Just changed jobs within J&J this year. I'm now responsible for the development of the J&J orthopaedics business in Ireland, Scandinavia, Baltics, Poland, Czech and Slovak Republics, Hungary, South East Europe, Balkans, and Israel. Still based in Rome, traveling to beautiful places and meeting great people."

2000

Pauline Velez, MBA, writes, "Still at the VA. What changes the most is the size of the kids – two now taller than me and the third catching up quickly. We've taken in a fifth child, so we now have the inside straight 15-11. I'm still enjoying some administration so long as I can still escape into the operating room or clinic. Hoping to see any classmates (with or without others) drop by in Berkeley like Atsushi does."



Jinny Lee, MBA 01, at her Sonoma wedding

2001

Arshad Carim, MBA, writes, "Kim and I happily welcomed our second child, Jahan, to the family on October 27. She joins 2 -year-old big brother, Khalil. I just passed the seven-year mark at The Alexander Group Inc., a sales-management consulting firm that I joined upon graduating from Haas. Kim is CFO of the San Francisco Ballet. We both work in San Francisco and enjoy living in nearby Alameda. Our best to all."

Ruthanne Feinberg, MBA, writes, "I was recently promoted to partner at Glocap Search and moved back to San Francisco from New York in January. I look forward to reconnecting with all of you in the Bay Area."

Mat Fogarty, MBA, writes, "After five years forecasting at Electronic Arts, I left in July 2007 and founded a startup. The company is Xpree, and we provide software to crowd-source enterprise forecasts. Kind of like a play money betting exchange, with employees betting on future outcomes – When will the product really launch? How much will sell? So far, so good – five employees, lots of customers, and just closed our series A venture round (last helicopter out of Saigon). Living in Palo Alto, kids are old (9 and 11), dog, green karmann ghia. Life is good."



Pauline Velez, MBA 00, and family

Jinny Lee, MBA, writes, "I married Dan Lam (unfortunately, not pictured) on Oct. 24, 2008, in Sonoma on a gorgeous fall day! It was a celebration filled with laughter, 80s music, and great friends. Pictured from left to right: **Juan Serrano, Emily Miller, Susan (Steiner) Saal, Patrick De Neale, Ruthanne Feinberg, Leslie (Davis) Nicholson, Amber Yusuf, Inder Grewal (MBA 02), Lindsay Clarke Pedersen, Jinny Lee, Laura (Kaak) Vidalakis, Heather Anderson, Perry Deluca (MBA 02), Linda Ng (MBA 02), Peddy Khatami (MBA 02), Emily Stauffer, and Darin Boyd.**

Peggy Wu, MBA, writes, "We are excited to be back in San Francisco after four years in Boston. I am enjoying my new job as product manager at Mellon Capital in downtown SF and living in South Beach; nothing beats walking to work. Lilia just turned two and we're expecting another baby next April. We'll really have a handful then! Would love to hear from Haas alums. I can be reached at wu_peggy@yahoo.com."



Peggy Wu, MBA 01, with daughter, Lilia

Amber Yusuf, MBA, "Inder Grewal, MBA 2002, and I welcomed baby Tate to our family last summer. Big brother, Taj, absolutely adores his baby brother. Inder continues to work for Markit, and was recently promoted to the global head of alliances. I am working part time for a consulting firm, G2 Systems. We have our hands full these days, but are enjoying all that New York has to offer."

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2002

Lorenzo D'Ambra, MBA, writes, "We are very happy to announce the birth of our third child, Christoph, who came to light on Nov. 7. Our two other children are 3 1/2 and 2 years old, so as you can imagine we are very busy at the moment, but also very happy. We continue living in Germany near Duesseldorf (it is now six years). Best greetings to all our class!"

Emilie Cortes, MBA, of Millbrae, Calif., writes, "It's been an interesting year of challenges and changes. Moody's finally decided to integrate KMV into the fold, and I left amid significant changes in structure, processes, and culture. In April I joined a smaller firm called Axioma Inc.



Emilie Cortes, MBA 02, at summit of Mt. Sill (14,153 ft.) in between surgeries

that provides portfolio construction tools and risk models to asset managers and hedge funds. One month later I had a bad mountain biking accident and have spent the last six months in multiple surgeries and countless hours of physical therapy. All is good now, and I'm thankful that one of my primary criteria in selecting my new firm was culture. They were extremely supportive. I had to cancel my June 2008 trip to attempt to climb Denali (Mt. McKinley) as the accident occurred just weeks before. I'll be ramping up my training again this January and the new chant is now 'Denali 2009!' Stay tuned."

Paul Dyson, MBA, of San Francisco, was married to Maureen Kinane Nov. 15 in The Presidio of San Francisco, and spent his honeymoon in Costa Rica. Over 20 MBA 2002ers were there to witness it first hand, including groomsmen **Peddy Khatami** and **Aaron Duran**."

Coco Kee, MBA, writes, "2008 has been a very special year. Kevin and I married on March 8 in New York with a small reception attended by 17 family members and an officiant. Our honeymoon was at the west coast of Mexico. In August I resigned from the company I had worked for 5 1/2 years.



Coco Kee, MBA 02, and husband, Kevin Goldstein

In September I started a business advisory firm, Kee Global Advisors LLC, advising US firms on doing business and investing in China and at the same time, helping Chinese companies identify strategic partners, markets, and acquisition targets in the US. My husband, Kevin, and I live on the Upper West Side of Manhattan. Look forward to hearing from you and seeing you in New York."

Eric Meyerson, MBA, of San Francisco is consulting (under the name Profundo Strategies) on product management and marketing strategy initiatives. He's currently helping Wells Fargo figure out how to integrate its online brokerage offerings with Wachovia's, and he's thrilled to be riding the subway instead of 101 to work."



Deb and Chris Mills, MBA 02

Chris Mills, MBA, and Deb Mills are enjoying their new roles as parents. Braden Alexander Mills was born on Aug. 2. Chris is doing strategic marketing for ServiceSource, a high-tech services firm in San Francisco.



Paul Dyson, MBA 02, and bride, Maureen Kinane

2003

Han Feung, MBA, of South Korea writes, "Juyoung and I are happy to announce the birth of our first child, William. He was born Aug. 25 and has already figured out the right team to cheer for. Go Bears!"

Karl Pisor, MBA, of Tokyo writes, "Busy in Japan! Working on a new startup, iwine.jp, which just went live in October. There's a lot to do, but we're having fun with selling wine to the Japanese market. Look us up online. Leia, who was just a munchkin at MBA, is now 8, and little Charlotte, who was only on the product development drawing board, is 3 1/2 and growing like a weed. We miss all our friends in Berkeley."

Irene (Chen) Poston, MBA, of Redwood City, Calif., writes, "I got married! June 1, 2008, is one of the happiest days of my life so far!"

Elizabeth Van Benschoten, MBA, and her husband, Chris Pemberton (MBA Monterrey Institute) moved back to the Bay Area from Washington, DC, in April. Elizabeth manages a national product development team for Bank of America's community development banking group, which focuses on financing multifamily affordable debt and equity. Elizabeth is actively involved with Haas' Global Social Venture Competition and hopes to reconnect past student organizers with the competition as it celebrates its 10-year anniversary in April. If interested in learning more, please send her an email at lizvanben@gmail.

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Bryce Johnson, MBA, of Salt Lake City, Utah, writes, "Had a great year building up my company called CafeScribe, which is an online eTextbook platform. In March I sold the company to Follett and am now working with the team to build up the product."

Jeff Lee, MBA, of Seoul, Korea, joined Samsung Card in 2008 as deputy general manager at the corporate strategy team following four years at Citibank.

Rodrigo (Moreira) Brumana, MBA, of San Jose, Calif., writes, "2008 was a great year! Our daughter, Bella Czamanski Brumana, arrived on July 3 and within about three months, was already cheering for the Golden Bears at Memorial Stadium. Alessandra and I look forward to seeing Bella joining the MBA class of 2038. On the professional side, I am now with Palm Inc. as senior director of finance. See you all at our reunion in April."



Rodrigo (Moreira) Brumana, MBA 04, and family

Waldemar Mozes, MBA, writes, "We moved the family to McLean, Va., from Marin County. Now working for TAMRO Capital Partners and welcomed a new member to the family, Mitchell McClennahan Mozes, on Nov. 24."

Paul Scarpa, MBA, Redmond, Wash., is senior marketing manager with Microsoft Office Labs, a rapid innovation team within Microsoft dedicated to exploring the future of software in the workplace.

2005

Brad Bao, MBA, of Redwood Shores, Calif., is running the US operation for Tencent, the largest Internet company in China with 230 million active users.

Kornelijus Chelutka, MBA, joined the venture capital firm MTVP. The fund is focused on Russia and CEE, based in Tallinn. Kornelijus spends part of the week traveling across the region and the rest of the week and weekends in Vilnius.

Howard Connell, MBA, writes, "I'm still working with AT Kearney from the Atlanta office but the fun updates include winning an entry into and playing in the World Series of Poker Main Event in 2007 and 2008 as well as the upcoming Pokerstars Caribbean Adventure Main Event in January 2009. I've also recently started a project in Saudi Arabia and I'll be there, Dubai, and the Middle East through June 20."

Angela (Baker) Goldin, MBA, of San Jose, Calif., just launched a high-performance, science-based, green commercial janitorial company. Check it out at http://eatmydustjanitorial.com.

Timothy Gray, MBA, of Worcester, Mass., was honored when his wealth management practice, The Gray Group at Smith Barney, was recognized in *Research Magazine* as one of its Top-Ranked Advisor Teams in America. The article appeared in the September 2008 issue and is based on the methodology and criteria of the independent research organization The Winner's Circle. The Winner's Circle screened more than 7,000 financial professionals nationwide and selected 30 full-service financial advisor teams using a combination of quantitative and qualitative criteria. The Gray Group specializes in managing personal assets for high-net worth individuals and families across the US.

2006

Sean Eckard, MBA, writes, "I am kickin' it in Portland, Ore. Nothing really to report, besides that expectation can be far out of line with reality (at least right when you graduate from school). Life is good. If you are in Portland, drop me a line."

Jennifer Quan, MBA, Eric, and Jordan were expecting a new addition to their family on Feb. 7. They live in San Mateo, Calif.

Alfonso Portillo, MBA, recently changed employment from PIMCO to Charles Schwab Investment Management. As a managing director, he is responsible for managing all non-agency mortgage- and asset-backed securities across taxable fixed-income portfolios.

2007

Sara Klein, MBA, of San Francisco, writes, "One month after graduating from Haas, my husband and I celebrated the birth of our first child, Reece Ryan. Contrary to initial speculation from those present at the 2007 Haas charity auction, we opted not to name our firstborn after **Mac Gerlach**. We have enjoyed watching Reece develop into a busy little toddler. In March I launched a financial market commentary blog called Mock the Market (http://mockthemarket.blogspot.com/), which aims to dissect financial market headline news with a humorous perspective. Not surprisingly, I've had plenty of material lately."

Todd Richards, MBA, writes, "My wife, Sarah, and I were pleased to welcome the arrival of our twin girls, Sierra and Hannah, in May. I am now in my fourth year of plastic surgery training at Stanford."

Elizabeth "Beth" (Seidelhuber) Sordi, MBA, of Oakland, Calif., writes, "I was married to Joe Sordi, a director in real estate, in Piedmont, Calif., at the beginning of November. I just returned from my honeymoon in Hawaii to my senior product manager position in Delta Dental's e-business group."

Kate Stillwell, MBA, of Oakland, Calif., and her husband, Frank Hickman, are delighted to be expecting their first child in mid February. Meantime, Kate is a founder of the public-private Global Earthquake Model (www.globalquakemodel.org), an open-source initiative to calculate and communicate earthquake risk worldwide. Having raised a strong first round of funding, GEM will launch formally in early 2009.

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Jacob Heitler, MBA, of Emeryville, Calif., writes, "Though we haven't been out long, I just thought I'd write to let people know I'm working on a startup doing interactive Web media for training and teaching applications. At this point, I'm just trying to learn as much as I can about the industry, and I'm always looking for people to talk with about corporate training. You can check us out at TorqueInteractiveMedia.com. I hope everyone's doing well and weathering the economic turmoil. I'm just glad we're not graduating now."

Stephan Krajcer, MBA, of Sao Paulo, Brazil, writes, "Fabi and I are really excited to announce the arrival of our first daughter, Catarina Stiefelmann Krajcer, born on November 17."

Raif Barbaros, MBA, of Berkeley, is the president of Carsala, a used-car buying service for those of us who don't want to haggle with auto dealers but still want a great deal. Over the summer, he raised $850,000 from Labrador Ventures, Launch Capital, and angel investors to help launch carsala.com, which is scheduled for a release in early 2009. Having started with the modest goal of revolutionizing the single largest retail segment of the US economy, Raif looks to the future with much excitement.

Tejas Saraiya, MBA, of Newark, Calif., "We're happy to announce a new member of the Haas family. Our daughter, Shayla Saraiya, was born on Oct. 23. Life as a new parent has been great and makes me appreciate the lessons learned at Haas even more, particularly those in Professor Rao's creativity and personal mastery class."

MFE

2003

Jianyun "Jerry" Yao, MFE, of Nanjing, China, writes, "After graduating from Haas, I joined McKinsey for corporate finance. Now I returned back to my family business, producing AGM separator for lead-acid batteries. I am looking into new technologies in traditional AGM batteries as well as new types of batteries, such as Li-ion battery for HEV. I welcome those who are in the same fields to contact me for technical and business discussion. I am a golfer. It would be nice to enjoy a round with alumni."

In Memoriam

Joseph Vaccariello, BS 34
Robert King, BS 35
Stuart Manley, BS 36
Robert Neptune, BS 37
William Jonas, BS 38
Edward Unger, BS 38
Sylvester Stimac, BS 39
William Roberts, BS 40
Robert Ward, BS 40
Donald Ehritt, BS 42
Theodore Judge, BS 42
Delbert Colwell, BS 43
Brooks Pierce, BS 44
Helen Bishop, BS 46, MBA 58
Charles Powell, BS 46
Fred Garner, BS 47
Robert Cooper, BS 48
Ancil Gunter, BS 48
Tom Muraki, BS 48
John J. Quigley, BS 48
Walter Wilcoxson, BS 48
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Dale Westermeyer, BS 49
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Robert Burch, BS 50, JD 53
Leroy Eiffler, BS 50
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Obituaries

Educator Bill Sonnenschein

William "Bill" Sonnenschein, a senior lecturer on leadership and communication at the Haas School, passed away suddenly on Dec. 29 in Madagascar. He died from heart failure following a brief gastric illness.



Sonnenschein, who was 59, was in Madagascar as a special adviser to the president, helping to establish an Office of Leadership and Communication for Sustainable Development. His wife, Ericka Lutz, an author, lecturer, and writing consultant at the Haas School, and his youngest daughter, Anaya, were with him when he died.

Sonnenschein returned to Madagascar in October for a six-month assignment, following a trip earlier in the year. At that time he created a nationwide leadership training program for mayors and community chiefs, wrote presidential speeches, and conducted workshops for the president's staff. On this most recent trip, he planned to work on a conference for business and environmental leaders.

A Haas lecturer since 1992, Sonnenschein was integral to the teaching of leadership communication at the school, heading up the MBA core leadership communication program for both the Full-time and Evening & Weekend MBA Programs and teaching in the Undergraduate Program and Center for Executive Education. He was consistently recognized for his teaching by students.

"Bill helped transform what was a disjointed set of low-enrollment electives into an integrated core course on leadership communication required of all MBA students that is now an important part of the Haas School's business curriculum," said Andrew Shogan, former associate dean who oversaw all Haas instruction until 2008.

Sonnenschein also served as a faculty advisor and executive board member for the Young Entrepreneurs at Haas, an outreach program for local students.

"We will miss Bill dearly," said Haas School Dean Rich Lyons. "He was a close friend and inspiration to many of us within the Haas community."

Sonnenschein taught more than 10,000 students at UC Berkeley and several other Bay Area universities during his career. His book *Diversity Toolkit* was a training tool for organizations and universities. Sonnenschein was also an active volunteer with such organizations as World Pulse, a web and print forum covering global issues through the eyes of women.

A public memorial service will be held March 15 at the International House in Berkeley. In lieu of flowers, the family asks that donations be made to Balls Without Borders, UNICEF, or Doctors Without Borders.

Mike Homer, BS 81

Silicon Valley technology veteran Mike Homer, BS 81, a dedicated supporter of the Haas School's Center for Responsible Business, died Feb. 1 after a long battle with a rare brain disease. He was 50.

Homer played a major role in the early development of computing and the Internet, first at Apple as then-CEO John Scully's technical advisor and then at Netscape as VP of marketing. As he became well known in Silicon Valley as an influential mentor and angel investor, Homer gave back to the Haas community as a founding funder of the Center for Responsible Business (CRB) and chair of the center's advisory board.

"Mike Homer was a coach, a mentor, a friend, and a true hero," said Kellie McElhaney, CRB's founding executive director, who dedicated her recent book to Homer. "Mike was a real beacon of acting in the best interest of society through his business power."

From humble blue-collar beginnings in San Francisco, Homer made his way to the upper echelons of the high-tech world through focus, determination, long hours, and a fortuitous penchant for computers.

To put himself through UC Berkeley, Homer held down a full-time supermarket job. At graduation, he landed a job as a computer applications programmer, but was soon after snatched up by



Apple to develop systems software. Hit with startup fever, Homer left Apple in 1991 to head marketing for GO, one of the first developers of mobile hand-held computers.

When venture capitalist John Doerr recruited him as the VP of marketing for browser company Netscape in 1994, Homer became a major player in the creation of the commercial Internet. Homer wrote Netscape's business plan and helped raise the last crucial round of private financing before its initial public offering in 1995, according to the *New York Times*.

After Netscape was acquired by America Online in 2000, Homer went on to start another technology company, Kontiki, a provider of video-on-demand software.

Homer is survived by his wife, Kristina, and three children, James, Jack, and Lucy.

Edward Dalaei, BS 07

Edward Dalaei, BS 07, died suddenly Oct. 15 after collapsing at UC Berkeley's Recreational Sports Facility while playing basketball. He died of artherosclerotic coronary artery disease.

Remembered by friends and family as generous, energetic, and thoughtful, Dalaei, 30, was a natural leader who made friends very easily. Born in Houston, Texas, he came to the Bay Area for college, attending a local community college before transferring to Haas in 2005.

Although he was older than many other students, Dalaei had no difficulty adjusting to the



social and academic challenges at Haas. "He had an understanding of people," his girlfriend, Sonia Rao, 09, told the *Daily Californian* student newspaper. "He could connect with anyone instantly."

Dalaei was a member of the Alpha Beta chapter of Alpha Kappa Psi, the professional business fraternity, and spent much of his time on campus with his fellow fraternity members. Upon graduation, Dalaei worked at several companies in San Francisco, including Louis Vuitton, Neiman Marcus, and Cleantech Group, before landing a job at Golden Gate Capital.

"Edward died doing one of the things he loved most – playing basketball – in a place he loved most – the Bay Area," his family wrote in an obituary in the *San Francisco Chronicle*.

Biotech Lecturer Tom Sanders

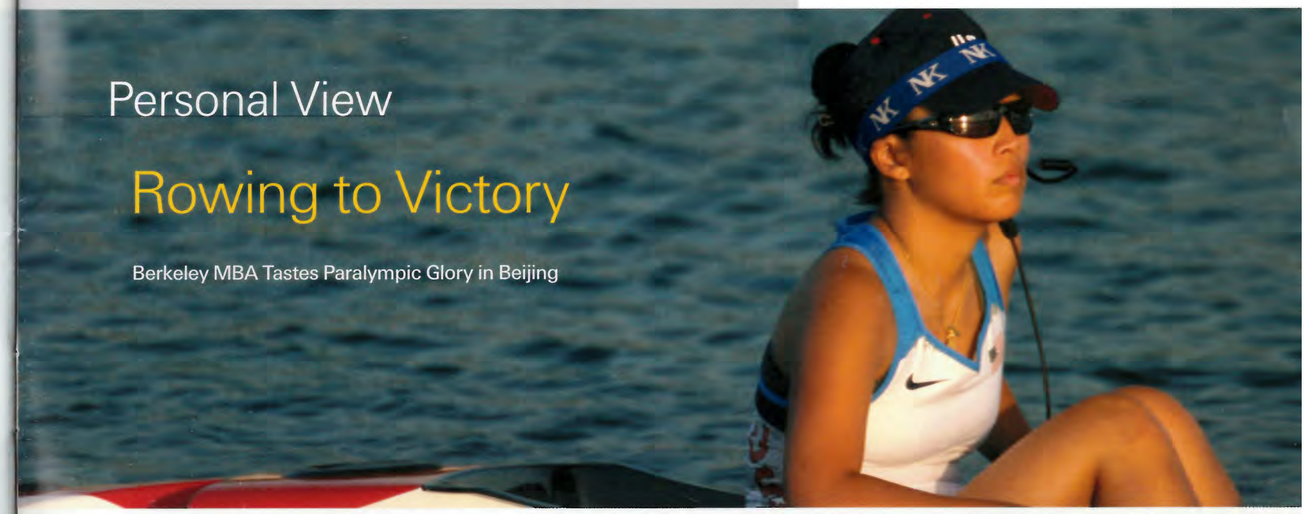
Thomas G. Sanders, who originated and taught the Management of Technology Program class Biotechnology Industry Perspectives and Business Development, passed away Nov. 21 after a lengthy battle with cancer.

Sanders, 68, taught the biotech course from fall 2003 until fall 2007, when he brought on a Chiron colleague to co-teach with him.

Sanders was vice president of business development at MitoKor, a San Diego biotech firm, from 1999 to 2002. Before that, he spent 15 years at Chiron, an Emeryville, Calif., biotech company, where he held several management positions, including director of business development and director of technology alliances and transfer.

Prior to joining Chiron, Sanders was a faculty member in the departments of biology and biochemistry at Lake Forest College and Princeton University. He received his Ph.D. and MS degrees in biochemistry from the University of Illinois, Champaign, and a BA degree in biology from Williams College in Massachusetts.

Contributions in Sanders' memory may be sent to Dr. Eric Small, Director of Urologic Oncology, University of California, San Francisco, Comprehensive Cancer Center, Mt. Zion Hospital, 1600 Divisadero St., San Francisco, CA 94115. Checks should be made payable to the UCSF Foundation and note that the contribution is for prostate cancer research.



Personal View

Rowing to Victory

Berkeley MBA Tastes Paralympic Glory in Beijing

By Simona Chin Campbell, MBA 07

At 5:20 p.m. on Sept. 11, 2008, four athletes and I tried to simultaneously calm our nerves and heighten our intensity as we sat at the starting line of the Shunyi Rowing-Canoeing Park just outside of Beijing. Ahead of us lay 1,000 meters of water, stands packed with spectators whose chatter had already become a roar, and a chance at making history. Nearby were five other boats full of athletes, all waiting in eager and slightly nervous anticipation.

And then, in a matter of seconds, a red light turned on and a sound similar to a dull air horn blared. Muscles and voices exploded, and we were no longer four athletes and a coxswain. We were the United States of America, racing for the first Paralympic medals ever to be won in the sport of rowing. Three minutes and 37.61 seconds later, we were silver medalists in the Legs-Trunk-Arms Four with Coxswain (LTA4+) event at the Beijing Paralympics. Italy won the gold; Great Britain finished third, only .76 seconds behind us.

Small, loud, and slightly bossy

I first learned about rowing at Stanford, when I joined the men's team as a freshman. They needed someone small, loud, and slightly bossy to steer a boat as the coxswain, and no one else was interested. Little did I know that not only would I come to love the sport of rowing, but also that being a member of the team would become a defining element of my undergraduate experience. Much to my parents' chagrin, I planned classes and visits home around our practice and racing schedules. I missed my only sister's college graduation to train for the national championships. I learned about financial services and took a job with Goldman Sachs because of a teammate. Eventually, I left that job and returned to business school because I thought my racing days were over and I wanted to change careers.

In pursuing my MBA, I thought I would find a way to channel my love for sports and competition into a career rather than an extracurricular activity. My goal to become an athletic director led me to choose Berkeley because of its experience with students who pursue non-traditional career paths. While at Haas, I raced only recreationally.

A long shot

Then, in 2006, I learned about the Paralympic Team. The coach connected me with one of the rowers after I moved to Washington, DC, and I knew that I had to at least try for a spot on the team. I also knew that being chosen was a long shot, but after four days of selection camp last June, I was offered the chance to represent the USA in China.

At the Paralympics, only a handful of athletes are not required to have physical disabilities. We are, ironically enough, referred to as "non-competing participants" and include coxswains for the 4+ event in rowing and pilots for blind cycling. Despite the terminology, we train and ultimately compete with our teammates at the Paralympic Games.

My teammates have a variety of disability classifications: Jamie is blind, Jesse has a below-the-knee prosthesis on one leg, Tracy has cerebral palsy, and Emma has Erbs palsy. As athletes, they awe and inspire me. As people, they humble me.

Weekend training

The Olympic team trains together in Princeton for the entire year before the Games. We, however, live in different parts of the country and trained together only a handful of times in the summer, making personal, professional, and financial sacrifices to attend weekend practices in Philadelphia. We trained up to six or seven times in one weekend, once or at best twice a month between June and August. The rowers would push themselves beyond exhaustion to improve our speed.

Defying the odds

With our short training schedule and limited time together as a team, we were by no means the favorites in our event. We knew the games would be difficult and that we faced tough competition, but we also knew that we had to aim for nothing but the best from ourselves. In placing second, we defied the odds and the expectations, making our sacrifices more than worth it. To my teammates and me, the silver medal feels as good as gold.

Beyond the medal and the memories, I also have an increased respect for disabled athletes and an indescribable appreciation for the truly global community that existed at the Paralympic Village. Further, as a Chinese-American, I was able to compete not only for myself, my teammates, and my country, but also for my family and my heritage. I had the privilege of representing my country in the land of my ancestors, competing with elite athletes who have overcome the most severe of obstacles, and achieving my own personal dreams.



Simona Chin Campbell (far right and above), MBA 07, celebrates with her team after winning the silver medal in the Paralympic rowing competition in Beijing.