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Cal Alum Warren Hellman
Plays to His Own Tune in Investing, Philanthropy

Plus: Haas Marketing Maestros

Prof. Robert Helsley: Why Do Entrepreneurs Flock to Startup Meccas?
The UC Berkeley Center for Executive Education delivers open executive education programs and custom solutions to businesses around the globe through the Haas School of Business. We draw on the resources, talent, and perspectives of faculty from across UC Berkeley. We collaborate with executives to achieve strategic objectives and build organizational strengths.

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Build on your success.
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Features
On the Cover: 
Hardly Strictly Business
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Leading Through Innovation
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Marketing Maestros
Haas leads the way in teaching marketing strategy in a data-heavy world.

Your Haas Network
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Joe Duran, BCE MBA 04, United Capital Financial Partners
Maggie Cohen, MBA 94, Shareholder
Ridge Martin, MBA 77, Clars Auction Gallery
Wendy Robbins, BS 83, Limerick BioPharma
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The Magazine of the Haas School of Business at the University of California, Berkeley

Pricing for Profitability
Negotiation and Influence
Venture Capital Executive Program
BioExec Institute
Women in Leadership Retreat

Nov 15-18
Dec 6-8
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InBrief
News from the Haas School

Matt Livingston, Won Kim, Pasu Haish, and Hind Chemsli (l. to r.), all MBA 12, participate in a data synthesis exercise in the new Problem Finding, Problem Solving course that was created as part of the school’s new Berkeley Innovative Leader Development (BILD) initiative.

Write to CalBusiness

Share your views about CalBusiness by sending a letter to the editor at letters@haas.berkeley.edu. Accepted letters may be edited for clarity.

Haas Welcomes New Students With Program Improvements

The Haas School kicked off the new academic year this fall with the debut of its leadership curriculum for MBA students and key improvements to its top-ranked undergraduate program.

From lecturing to Twitter Co-founder Biz Stone to IDEO General Manager Tom Kelley, MBA 83, Berkeley MBA students attended an activity-packed orientation that also introduced them to the school’s new Berkeley Innovative Leader Development (BILD) initiative right from the start. The first week of class then began with a new course created as part of BILD: Problem Finding, Problem Solving, taught by Senior Lecturer Sara Beckman. This course, a prerequisite for newly required experiential learning classes, gives students an appreciation for how to find and define problems, as well as the tools, techniques, and processes for approaching “wicked problems,” which defy an easy solution, such as managing climate change and alleviating global poverty.

MiceWheel, Adobe Systems CEO Shantanu Narayen, a 1993 graduate of the Evening & Weekend MBA Program, talked about successful leadership with 240 new evening and weekend students during their orientation. “Always try to be exceptional,” Narayen said. If you can connect all the dots, your aspirations are not high enough, he added.

Undergraduate Programs Executive Director Enka Walker and Dean Rich Lyons announced several improvements to the 364 new undergraduate business majors. To improve networking opportunities and the sense of community, the new class was grouped into six social cohorts, which will compete for prizes such as Giants baseball tickets. Academic changes include a greater focus on experiential learning. A tripling of funds from the Dean’s Office is allowing the Undergraduate Program to expand popular no-credit workshops such as those offered by Training the Street, a Wall Street consulting firm.

Alum Takes Helm Of Lester Center

Haas alumnus and technology entrepreneur André Marquis, MBA 96, became the new executive director of the Lester Center for Entrepreneurship and Innovation in August. Marquis graduated from Berkeley-Haas in 1996 after co-founding Cybergold, an Internet advertising company that later went public and was acquired by MyPoints. He then founded and served in executive positions for several technology ventures. While at Haas, Marquis was one of the founders of Incubator, Inc., the precursor of the current Berkeley Entrepreneurship Laboratory. Marquis worked with David Charlton, who served as interim executive director of the Lester Center after Jerry Engel stepped down in 2009 following 18 years in the position. Charlton is now executive director of Berkeley Innovative Leader Development (BILD) and led the creation of the new innovative leadership curriculum that Haas rolled out this fall.

Beckman Wins Symposium Award

Sara Beckman, along with colleagues from other universities, won an Academy of Management award for a symposium on teaching design thinking. The group was selected to receive the academy’s Best Symposium in Management Education and Development Award from a field of 24 entrants. To be considered, the group submitted a paper outlining its symposium, which focused on how to integrate design thinking into business school curricula.

Haas Takes Second In Energy Challenge

A Haas team won second place at the International Renewable Energy Case Challenge in Macedonia in June for its pragmatic plan to ease the Eastern European nation’s looming energy crisis. Christy Martell and Jeff Olson, both MBA 10 and teammates Taj Walton, BS 10 (Environmental Econ.), with a business plan to make solar thermal systems for home water heating affordable through an innovative leasing structure. Judges commented that the Haas proposal was the only one ready to go. The trio beat U.S. rivals in March to win $3,000 and the trip to Macedonia, but a Toronto team prevailed in the final round with a plan for a large-scale power plant.

Letter from the Dean

Ten Business Trends to Guide Haas

What kind of leader will our world need in the coming decades? That’s a question we’ve been thinking a lot about lately as we revamp our school’s curriculum. Our goal, of course, is to provide students with the right mix of knowledge and skills for our future. Society needs them to lead.

The world today is different from the world of my parents. A big difference is unsustainability, a term that captures as much opportunity as it does challenge. Health care expenditures, energy use, the economics of aging—we are on unsustainable paths in these and many other areas. To correct our course we will need path-bending leaders.

We recently identified the following ten business trends that our curriculum must address to ensure that we are developing a leader capable of bending these paths.

The trend is toward:

1. Testing new business ideas with cost-effective experimentation versus traditional planning.
2. Solving business problems with more discipline “upstream” at the problem-finding and problem-framing stages.
3. Flatter organizations and distributed authority, with less reliance on command and control, particularly given demographic shifts toward millennials.
4. Greater disruption of revenue models as new entrants get paid differently from incumbents.
5. New methods for recognizing business opportunities and how to approach them.

I’d love to hear from you, our alumni in the field, on how these trends are affecting your work, or whether I think I have left a key trend off of this list. If you have ideas that you would like to share, please email me at richlyons@haas.berkeley.edu.

I look forward to hearing your insights on how the future of business should drive how we develop our students into path-bending leaders.

Sincerely yours,

Rich Lyons

Follow Dean Rich Lyons on Twitter at twitter.com/richlyons.

Download New Berkeley-Haas iPhone App

Haas has launched a new iPhone app aimed at prospective students for the Evening & Weekend MBA Program. Check it out in the iTunes Store by searching for Berkeley-Haas.

Letter from the Dean
Seven New Assistant Professors
Haas Expands Faculty With

This fall the Haas School welcomed seven new assistant professors whose research spans a wide variety of topics, from online marketplaces to consumer behavior to labor economics. Here is some background on each new faculty member:

Noam Yuchtman
PhD in Economics, Harvard
“My work focuses on legal and educational institutions and their role, combined with human capital, in structuring labor market activity and promoting economic growth and development.”

Putina Feldman
PhD in Operations Management, University of Pennsylvania
“My work explores the implications of rational consumer purchasing behavior on firms pricing decisions, with applications in retail and services—an interdisciplinary topic that blends aspects of the operations management, marketing, and economics fields. I’m also interested in how firms can strategically use the negotiation process to achieve goals other than reaching a potential agreement.”

Clayton Critcher
PhD in Social and Personality Psychology, Cornell
“I am an experimentalist who studies psychology and consumer behavior, frequently looking to real-world concerns to motivate basic research. My recent research has included studies of public skepticism toward global warming, the influence of mind wandering on consumers’ sense of satisfaction, and the unintended negative consequences of the Military’s Don’t Ask, Don’t Tell policy.”

Pnina Feldman
PhD in Operations Management, Stanford
“My research interests lie in firm behavior in a competitive market and the role of rival firms in achieving the collective optimal outcome. My work makes contributions to strategic behavior and implementation, when the display of confidence becomes an important influence on market participants.”

Minjung Park
PhD in Business Administration/Organizational Behavior, Stanford
“I’m interested in the effects of social categorization processes on market participants. Currently I’m studying how these dynamics affect transactions of small businesses and freelancers in an online market context.”

Ned Augenblick
PhD in Economics, Stanford
“I’ve been studying the Amazon Mechanical Turk, an online job market for very small and repetitive jobs. I hope to continue to use new technology to observe and understand online interactions at different marketplaces.”

Ming Leung
PhD in Business Administration, Association Northeast Region
“We are excited to have a new integrative perspective on management, accounting, finance, marketing, and operations research. In recognition of the interdisciplinary nature of my research, the American Accounting Association Northeast Region awarded me its 2009 Best PhD Student Paper Award.”

Panos Patatoukas
PhD in Accounting and Finance, Yale
“My PhD dissertation adopts a new integrative perspective on linkages among firms that calls for a joint exploration of elements of accounting, finance, marketing, and operations research. In recognition of the interdisciplinary nature of my research, the American Accounting Association Northeast Region awarded me its 2009 Best PhD Student Paper Award.”

In addition to the new assistant professors who joined Haas, visiting professor Don Moore became an official member of the Haas faculty this summer, bringing a wealth of knowledge about leadership to the school. Moore, an associate professor at Haas, came from Carnegie Mellon and earned his PhD in organizational behavior from Northwestern University. He has studied overconfidence, bargaining and negotiations, comparative judgment, and business ethics. CalBusiness spoke with Moore this summer to find out more about him. Here’s an excerpt from our interview:

What drew you to Haas?
A faculty position at Haas has been my dream job for a very long time. Haas is among the very best business schools in the world. The quality of colleagues is spectacular. The faculty, both at Haas and around campus, is vibrant and stimulating.

Why did you decide to specialize in organizational behavior and leadership?
Leadership, of course, is what most MBA’s want to learn. They want to have an influence and advance in an organization. Leadership is a fascinating subject for research because it is incredibly complicated and poses profound questions. My research focuses on managerial overconfidence—how what you do and say makes others more willing to follow you, to what extent people are prone to claim they know more than they do, and how overconfidence impacts results.

What can MBA students expect from your version of the leadership class this fall?
“Leading People” is a core introductory class in organizational management. The course was restructured as part of the new Berkeley Innovative Leadership Development curriculum launched this fall. It’s a survey class based on a broad array of research.

People’s beliefs about human psychology and management practice are often based on intuition, not fact. When people show up to my class, they think they know a lot. They’ve worked in organizations and think they have evidence useful for assessing theories of management. However, our intuitions are often unsystematic, based on small samples, and biased. It’s fun to explore the limits of our assumptions and talk about the surprising counterintuitive results of what research has exposed and how we can do better. People have theories about how to praise, motivate, and fire people. In this class, students learn how to deliver useful insight based on research.

Tell us about something counterintuitive about leadership.
Lots of people believe that confidence is necessary for effective leadership, and so they cultivate the display of confidence in order to inspire faith in their leadership potential. This belief is only half right. It is true that displaying confidence is often essential for being chosen for a leadership position. However, the most effective leaders are most definitely not the most confident. Overconfidence among leaders has tremendous costs for their organizations, colleagues, and shareholders. Effective leaders must understand the distinction between deliberation—when caution, clear-headedness, and wisdom are most valuable—and implementation, when the display of confidence becomes essential for being chosen for a leadership position.

Talking Leadership with
New Haas Prof. Don Moore
Haas School’s Center for Teaching Excellence (CTE) launched in 2009 with a grant from Steve and Susan Chamberlin, MBA 87. CTE offers several services to help Haas professors improve their teaching skills. Since its launch, 129 faculty members have taken advantage of CTE’s offerings. Here’s a sampling of some of them.

What are the key components to effective leadership?
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What content has been most useful for inspiring and motivating students? When people show up to my class, they think they know a lot. They’ve worked in organizations and think they have evidence useful for assessing theories of management. However, our intuitions are often unsystematic, based on small samples, and biased. It’s fun to explore the limits of our assumptions and talk about the surprising counterintuitive results of what research has exposed and how we can do better. People have theories about how to praise, motivate, and fire people. In this class, students learn how to deliver useful insight based on research.

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What do you do to foster a vibrant learning environment at Haas?
At Haas and around campus, the faculty is incredibly complicated and poses profound questions. My research focuses on managerial overconfidence—how what you do and say makes others more willing to follow you, to what extent people are prone to claim they know more than they do, and how overconfidence impacts results.

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In a recent working paper, Professor Robert Helsley studied entrepreneurial clustering and showed that the density or thickness of local input markets translates into faster productivity and higher profitability. The thickness of the market is defined by the concentration of resources, such as skilled workers, that are critical to the success of startup activities.

The study also found that thicker markets offer a support system that permits more specialized entrepreneurs—those whose prior experiences are concentrated in one industry or activity—to operate more profitably than they would in a smaller entrepreneurial economy.

The working paper, “Entrepreneurs and Cities: Complexity, Thickness and Balance,” is co-authored with William C. Strange of University of Toronto’s Rotman School of Management. This paper looks at how the characteristics of a local economy facilitate entrepreneurial activity,” says Helsley. “There are many benefits to having entrepreneurs cluster in one place.”

“The researchers built a model based on a project taking place in one city, with all of the project’s tasks being carried out simultaneously. The model showed that the economies of urban agglomeration—the benefits of extended cities and towns of an urban center—help produce not only higher quality results but also shorter project completion times. For example, the time that it takes an entrepreneur to receive initial funding from a venture capitalist is shorter for projects initiated in large clusters of related activity.

The researchers also discovered that a natural hierarchy of cities considered desirable by entrepreneurs emerges based on the level and complexity of activities that occur in a given city. There is a natural relationship between the thickness of markets and the complexity of the activities that they can support.

The study determined while many types of cities can support basic entrepreneurial activities, the most complex projects are only feasible in large clusters where the benefits of thick markets are most pronounced.

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B U S I N E S S

Strictly
Hardly

By Ronna Kelly

arren Hellman, a San Francisco
financial and power broker, loves
telling stories. Here’s one he
shared with CalBusiness recently:

Earlier this year, Hellman,
BA 55, met with two top New York
Times editors in his Financial
District office about the news-
paper publishing articles written by
The Bay Citian, a news
website that Hellman seeded with
$3 million.

How do we know you won’t try to influence the editorial
product?, the editors pointedly asked Hellman, who co-founded
the private equity firm Hellman & Friedman 26 years ago.

With a shrug, Hellman recounts his response to the editors:
The only publication that ever wrote anything negative about the
Hardly Strictly Bluegrass Festival, another Hellman cause, was
San Francisco magazine—and Hellman was a significant
shareholder at the time.

Indeed, Hellman says his success in private equity stems in part
from his ability to choose companies with strong managers
already in place, limiting his need to interfere.

“Part of making smart investments is to back great people
who run the companies,” says Hellman. “Chances are they won’t
be at Hellman & Friedman. In fact, it’s a relative certainty
that they won’t be at Hellman & Friedman.”

But private equity is just one chapter in Hellman’s long
career. Hellman, 76, has accomplished more than three people
might only hope to achieve in business—first in investment
banking, then venture capital, and most recently in private
equity. Hellman’s success—stemming from strong management,
finance, and entrepreneurial skills—has enabled him to become
involved in a wide range of philanthropic activities, from The
Bay Citian to the bluegrass festival to giving back to UC.

The Haas School is honoring Hellman this year with its
Lifet ime Achievement Award to recognize his countless accom-
plishments in business and generous philanthropic efforts. The
school will present the award to Hellman at its annual gala
in San Francisco on Nov. 5.

“Warren Hellman is a man of great humility, despite his
amazing track record in building successful companies and
undertaking new ventures for the community,” says Dean Rich
Lyons. “He is an archtype of the leader we aim to develop here
at Berkeley-Haas.”

Banking Roots

Born into a banking family, Hellman was destined
to build a career in business. His great-grandfather led
Wells Fargo Bank in the late 1800s; his uncle was
chairman of Lehman Brothers; and his father was an
investment banker. Hellman triple-majored in eco-
nomics, political science, and history while playing
class varsity water polo at Cal. “I never wanted to leave,”
he recalls. “It was so damn much fun.”

After graduation, Hellman served in the Army
and earned an MBA at his father’s alma mater,
Harvard Business School. He says his family con-
nections helped him get his first post-MBA job at
Lehman Brothers. But he quickly proved himself and
became the firm’s youngest partner at the age of 26.
By 36, he was president.

Lehman was one of two Wall Street firms that
invested its own capital as principal, rather than
only helping others invest—which was Hellman’s
favorite part of the job. What he didn’t like was the
cut-throat culture. So, when capital requirements
limited Lehman’s ability to continue investing its
own principal, Hellman left.

“It was the most internally competitive, tough
environment that you could ever imagine,” says
Hellman’s former colleague, Dean Rich
Lyons. “He is an archtype of the leader we aim to develop here
at Berkeley-Haas.”

Banjo-Playing Billionaire

In 1976, after Lehman, Hellman co-founded a venture
capital firm in Boston now called Matrix Partners. With his
roots in the Bay Area calling him back, Hellman returned
to San Francisco and co-founded the private equity firm,
Hellman & Friedman in 1984.

But Hellman is not your typical private equity billion-
aire: On a recent sunny day in San Francisco, a CD of
Emmylou Harris blares from his large office with two walls
of windows overlooking the bay from the Golden Gate to
the Bay Bridge. Three banjos are scattered around
the office along with many family pictures. One shelf contains
a small collection of decorative silver wine glasses and
a yarmulke (Jewish skullcap) with a yellow cursive Cal
embroidered on it, presumably for the weekly Torah class
Hellman has been hosting in his firm’s conference room
for 25 years.

Hellman wears the standard business-casual uniform—
khakis and blue button-down shirt—but with a twist: a
cowboy-style belt buckle. The Hardly Strictly Bluegrass
Festival is approaching, and from his office next door,
Hellman & Friedman CEO Philip Hammarskjold hears
Hellman play the banjo more and more.

Hammarskjold, who joined Hellman & Friedman in 1992,
credits Hellman for establishing the firm’s culture, which
includes an unofficial “noserk” policy: “There’s a
level of decency and basic kindness that is expected
of people here that he set the standard for at the beginning,”
Hammarskjold says.

John Stanton, whose company, Western Wireless,
received $130 million from Hellman & Friedman in the
early 1990s, echoes that sentiment. Stanton was surprised
when Hellman and his partners flew to Seattle after
Deutsche Telekom acquired Western Wireless spinoff
VoiceStream; Hellman & Friedman ultimately received
$1.5 billion from its Western Wireless investment.

“They took us to dinner. They gave the management
team gifts. I’m not sure anyone else does that,” says
Stanton. “It’s pretty unusual in that business.”

Committed Steward

Hellman also holds a strong sense of stewardship toward
his limited partners, whose money the firm invests,
including such big institutional investors as the California
Public Employees’ Retirement System (CalPERS), the
largest U.S. public pension fund, and the government of
Singapore.

“Warren is very focused on doing what’s right,” says
Hammarskjold. “He feels a great sense of responsibility for
the capital that has been entrusted with us to invest.”

And the investors continue to invest because the firm
delivers, to the tune of annual gross returns of about
40 percent or more for most of its history. Even during
the recession last year, Hellman & Friedman closed a new
$8.9 billion fund. (That fund is still investing, so it is a
little premature to predict its return.) With that money,
Hellman and his partners invest in companies seeking
$100 million to $1.2 billion in equity capital, always with
a long-term perspective of up to ten years.

CAL ALUM WARREN HELLMAN PLAYS TO HIS
OWN TUNE IN INVESTING, PHILANTHROPY

Financier Warren
Hellman, BA 55,
celebrates the tenth
anniversary of the
Hardly Strictly
Bluegrass Festival,
which he has funded
every year.

ROBERT HAUSER
**INVESTMENT SUCCESSES**

That’s still true today, even though Hellman stepped down as chairman last year. He remains on the firm’s investment committee and still comes to the office every day, focusing on mentoring the younger partners.

Since inception, Hellman & Friedman has invested in about 70 companies. The firm’s current pool of 22 investments includes Getty Images, the Nielsen Company, and several financial services and software companies. The company’s conference rooms are named after its most successful investments, its one real flop, a paging company from the 1990s, has its name on a stall in the men’s bathroom.

**BLUEGRASS BENEFICIARY**

But the philanthropy that Hellman is probably best known for in the Bay Area is the Hardly Strictly Bluegrass Festival, which he has bankrolled for 10 years. When he first started the festival with 12 bands and 13,000 people at Golden Gate Park in 2001, it was a spontaneous creation into a three-day event that attracts 750,000 people to hear 80 bands, including Hellman’s, The Wreckers.

As always, however, Hellman downplays his generosity. “What people don’t realize is that this is so damn selfish,” Hellman said of the festival when he received the Lifetime of Achievement in Entrepreneurship and Innovation Award from Haas’ Lester Center for Innovation and Entrepreneurship.

“The most important thing Hellman talked about in a Bloomberg news article on the DoubleClick sale was, ‘I can’t emphasize how unusual and unconventional that is. He really has from my experience an extraordinary ability to connect with people and think about them in a multidimensional way,’ says Rosenblat. ‘It’s incredibly refreshing.’

**A UNIQUE PERSONALITY**

Hellman points to a few characteristics that make his firm unique: It doesn’t collect fees when it buys a stake in a company, and the firm’s partners invest more of their own money in the firm’s funds compared with other private equity shops, which ensures that their interests are closely aligned with those of limited partners.

Hellman also believes in letting a company’s management run the company and instead focuses on providing advice on what they should do. He also believes in letting a company’s management run the company and instead focuses on providing advice on what they should do.

That may be because Hellman is so multi-faceted himself. Once an avid skier and marathon runner, Hellman still heads to his Marin County ranch to ride horses and has competed in the grueling 100-mile Tevis horseback ride in the Sierras. Head to Lake Tahoe and you’ll find Hellman’s Ran on the slopes of Sugar Bowl ski resort, of which Hellman became a principle stockholder after a restructuring in 1998.

Hellman is also a big supporter of the San Francisco Foundation, which funds such causes as park journalism and housing for the poor and the San Francisco Free Clinic, which serves uninsured people. It was founded by Hellman’s daughter, Patricia Hellman Gibbs.

The Bay Citizen, launched earlier this year, is Hellman’s newest philanthropic and entrepreneurial endeavor.

Hellman says the death of local news amid layoffs at the San Francisco Chronicle and other newspaper failures was the brunt of the physical loss to his political life—led him to think of starting a local newspaper as a nonprofit. With Hellman’s $5 million, the idea evolved into an online news hub that has partnered with the UC Berkeley Graduate School of Journalism and the New York Times, which publishes Bay Citizen articles twice a week in a Bay Area section.

But Hellman’s contributions to UC extend far beyond Bay Citizen. In 2004, he joined three partners to endow Cal’s aquatics program, including water polo, of course. In 1994, Hellman and his family gave a $5 million gift to create the Hellman Fellows Program, which has supported the research of more than 200 junior faculty. Hellman has been a member of the Haas Board, which advises the dean, since 1987 and the UC Commission on the Future since its formation last year to advise the UC system as state support falls.

**THE IMPORTANCE OF “VUJA DE”**

Kelley, who became the Haas School’s first executive fellow in 2007, applauds the Haas School’s emphasis on building innovative leaders: “When our students have done an excellent job of developing the left-brain, analytic capabilities of their students,” he says. “But if you want to prepare the leaders of tomorrow, you have to give them tools that go beyond analytical ones. Equipped them to apply design thinking to some of their challenges and they’ll have a broader array of tools available.”

“Design thinking means asking, ‘What do people seem to need?’ rather than ‘How do we increase market share?’” says Kelley.

**MORPHING INCLUDES ANOTHER**

Answering this question and developing solutions requires each of Kelley’s “Ten Faces of Innovation.” They include “hurdles,” who are trained for obstacles; “cross-pollinators,” who share ideas from outside the team; and “storytellers,” who wrap data in a compelling message.

First to find out what people need are what Kelley calls “anthropologists.” “Anthropologists are masters of ‘vuja de’—being in a place for the millionth time and feeling like they’ve never been there before,” says Kelley. “Seeing something familiar through fresh eyes leads to the discovery of unsolved problems.”

IDEO anthropologists have helped launch innovations in everything from children’s toothbrushes to checking accounts by watching how the intended customer truly interacts with a product.

**MAKING A DIFFERENCE BY DESIGN**

But IDEO is more than a product design powerhouse. In recent years, the firm has also applied its expertise to services and social challenges. One example is Open IDEO, a newly launched online community where people can create solutions to tough global challenges. Community members can contribute anything from inspirational observations to business models, with IDEO helping to translate and encourage the conversation. Close work with the National Campaign to Prevent Teen and Unplanned Pregnancy resulted in Bedside.org, which offers education about birth control methods, op-in reminders, bilingual information by phone, and iPhone apps.

Kelley is thrilled to be a part of this effort and sees connections to work at Berkeley-Haas. “At IDEO we’ve seen a general trend over the past decade in young people being increasingly interested in the legacy their generation will leave the world,” Kelley says. “This concern leads to preserving the environment around us so that the generation to do the same—through education—all of which leads to increasing the world around us so that the cycle can continue.”
A re you willing to transform your business from a bus into a taxi? That’s the first question Haas Professor Rashi Glazer might ask when evaluating your firm’s marketing plan.

Glazer has nothing against the bus. It’s a perfectly respectable business model, as long as you have customers willing to ride on your schedule, to destinations along your route. But when customers’ needs change, the bus doesn’t respond. It plods along the same streets, making all the scheduled stops, even when no one’s there.

A taxi, however, is only in business when a customer hops in and tells the cabbie where to go. As Glazer describes it, a taxi service is “smart” because it’s a partnership with the customer. For him, “smart markets” break down the traditional roles of producers and consumers by creating true partnerships between firm and customer.

“Increasingly, the customer is the most important asset of any business,” says Glazer. In this data-rich age, he adds, “firms are going to look deeper into information about customers as the way to win in the marketplace.”

Glazer’s trailblazing theory about smart markets—which he first introduced in 1991, years before the Internet boom— is one example of how Haas has long been a marketing thought leader. While Haas may be more widely known for specialties such as entrepreneurship or nonprofit leadership, the business school has built a powerful marketing franchise. Rigorous coursework and path-breaking research have led as many as 20 percent of full-time Berkeley MBA students to take jobs in marketing each year after graduation—a higher percentage than Northwestern’s Kellogg School of Management in some years.

“Historically, marketing has been done at the gut level,” says Teck-Hua Ho, cochair of the Haas School’s Marketing Faculty Group, explaining what sets Haas apart. “But we are interested in how the firm’s strategy links to the marketing strategy, and how the marketing strategy helps the firm to grow and become more profitable.”

ST R A T E G I C

This strategic view of marketing permeates the school’s course offerings, from Glazer’s core marketing course to Ho’s pricing class, which are both among the school’s most popular classes. If there is a mantra to Glazer’s course, it would be “every strategic decision a company makes is a marketing decision.”

“I still rely on the insights I learned from Professor Rashi Glazer’s Marketing class,” says Patrick O’Neill, MBA 05, brand manager and recruiter at Del Monte Foods in San Francisco. “Marketers can get caught up in the latest technology; he kept coming back to the need to develop products and services that meet unmet consumer needs.”

Haas interns come to Del Monte with that same view. “Interns arrive understanding that marketing is about more than being a product manager with a timeline to meet,” O’Neill says. “They have a strategic understanding of how individual products play in an overall growth plan.”

Ho helps develop this mindset in his Strategic Pricing course. “My vision is to have students leave my class with the ability to think strategically about pricing and with the practical tools they need for their future careers,” says Ho, who won Berkeley’s top teaching award earlier this year.

Students see marketing in practice through assignments with real companies, whether it’s in the school’s flagship Haas@Work experiential learning program or class projects. LaLoo’s Goat Milk Ice Cream Co., for example, asked students in Ho’s class if it should lower its prices to generate more sales. After conducting surveys and testing prices at different stores, the students found limited brand awareness—not price—as to blame for slow sales.

LaLoo decided not to lower prices, and students learned an important lesson. Explains Ho: “When things are not selling, the first reaction shouldn’t be cut price.”

Q U A N T I T AT I V E

Haas also is a leader in teaching a data-driven approach to solving marketing problems, reflecting the evolution of marketing from a qualitative, creative field to a quantitative science.
"You learn a very thorough, analytical methodology at Haas," says Intel CEO Paul Otellini, MBA ’74, who few people realize started in the marketing and sales side of Intel before becoming the first non-engineer to head the semiconductor giant. At Haas, "we relied heavily on a strategic data-driven approach to problem-solving. That has worked extremely well for me in the high-tech industry."

Indeed, Otellini was executive vice president of Intel's sales and marketing group when Financial World named Intel the world’s third-most valuable brand, thanks in part to its innovative “Intel Inside” campaign. The campaign is considered among the most successful ever in marketing.

Glazer gave Haas a head start in the data-driven marketing movement. In 1999, his influential article “Winning in Smart Markets” defined a smart market as a turbulent, information-intensive field with constantly changing products, customers, and competitors. Since then, he’s argued, requires a shift in performance goals from profitability per product to profitability per customer.

PASSIONATE SCHOLARS

Glazer is one of several Haas faculty members who have influenced the field of marketing with pioneering research. “The research culture of the faculty is focused singularly on making path-breaking contributions to marketing strategy and behavior rather than incremental contributions,” says Professor Ganesh Iyer, also co-chair of the Haas Marketing Group.

“We not only value the understanding of marketing problems through the development of theory, but also empirical analysis that validates the theory and uncovers phenomena,” Iyer adds.

Glazer, who joined the Haas in 1989, and Professor Emeritus David Aaker, who was at Haas from 1968 to 2000, are among the school’s forward-thinking faculty who have helped turn Haas into one of the top-ranked marketing schools in the world. Aaker is one of the world’s leading branding experts and an award-winning author of more than 100 articles and 14 books. He returns to Haas every spring to give a special marketing lecture, and will return in 2011 to talk about his new book, Brand Leadership: Making Competitors Irrelevant, which will come out in January.

While Glazer and Aaker have taught a generation of students about marketing, a new cadre of influential scholars has picked up the torch. They include Professor J. Miguel Villas-Boas, who this year won the INFORMS Society for Marketing Science’s inaugural Long-Term Impact Award for a groundbreaking paper that launched a significant change in marketing methodology. The paper, which Villas-Boas co-wrote a decade ago, led marketers to incorporate a range of “marketing-mix variables” into strategic marketing plans.

Villas-Boas and Assistant Professor Zsolt Katona teach Marketing Strategy courses at Haas, using a computer simulation to allow students to make key decisions over the life of a firm. Katona says the core message to students is “you can’t be successful if you don’t think of the big picture.”

SUCCESSFUL ALUMNI

Indeed, alumni in marketing repeatedly credit their success to their high-level, strategic thinking combined with strong analytical skills—both developed at Haas.

Take Chas Murphy, EWMBA ’07, who last year made AutoWeb’s list of “10 Secret People,” who the magazine says are distinguished by “smarts, talents, wit, charm, capabilities, and single-minded drive.”

As a manager overseeing the sports car lines for Audi of America, Murphy helped steer the company’s decisions while it was entering the high-end exotic sports car market. Murphy used multiple regression analysis (a statistical tool to forecast event probabilities) that he learned at Haas to predict how many new sales Audi would gain from launching a sports car with a V10 engine and how many sales would cannibalize customers from its V8 line.

We were going to compete in a space we never had before with customers coming to our brand from Ferrari and Lamborghini, and we needed data to make the right decisions,” says Murphy. “I was able to present to the board what I thought the loss or gain in sales would be along with model mix and the optimal price positioning.

“When the car launched, I was correct with my prediction,” adds Murphy, who was promoted in September to head the company’s strategy planning department. The president and CEO of Audi of America cited Murphy’s strong analytical reputation in the company in giving him the new job.

THE FUTURE

Glazer believes marketing still has a long way to go in terms of taking advantage of the ever-increasing abundance of data. “We’re moving into a phase where the customer co-creates the product,” he says. Custom-styled Levi’s and Nikes, customized computers from Dell, and highly personalized news from Google are just the beginning of the myriad of marketing-driven partnerships between firms and consumers that will power Glazer’s “smart markets” future.

In this future, a successful firm is the one that pulls up close to its customers, invites them inside, and takes them where they want to go. Marketing skills that students develop at Haas, there’s no doubt that the school’s alumni will be driving that success.

For more information about the Haas marketing curriculum, visit haas.berkeley.edu/marketing.html.
Christina Ahmadjian, PhD ’95
Dean, Hitotsubashi University
Graduate School of International Corporate Strategy
Tokyo

Christina Ahmadjian, dean of one of Japan’s top business schools, has toured the globe with her students since her early days as an "office lady" serving tea to Japanese executives.

Her tenure as dean of Hitotsubashi University Graduate School of International Corporate Strategy (ICS) began on April 1, but she joined ICS as a professor in 2001. Surprisingly, being Japan’s only foreign woman dean of a business school in a male-dominated corporate environment is not a major issue.

Promoting Japan’s soft power influence and making business a global issue is the greater challenge. Building stronger networks in Asia is key, says Ahmadjian, and a major goal for ICS.

Ahmadjian’s path to success in Asia goes back to her international upbringing in the U.S. as the daughter of an Armenian-American father and Swedish-American mother. An interest in learning Chinese initially motivated her to major in East Asian Studies as an undergraduate at Harvard. But it was her professor, Ezra Vogel, and his just-published book “Japan as Number One,” about the country’s amazing business miracle, that sparked her interest in Japan. After graduating magna cum laude in 1981, she moved to Kyoto, taught English for a year, and then found a job as an “office lady” for Mitsubishi Electric.

“I wore a uniform, served tea, and did all the office lady things until I couldn’t take it anymore, even though they were my ‘friends,’’ she says. “It was quite an experience.”

After getting an MBA at Stanford and consulting for several years, Ahmadjian entered Haas’ PhD Program, drawn by its strong organizational behavior and Japan programs. “It was the late ’80s and Japan was a very hot topic,” she recalls.

But following graduation, while teaching at Columbia Business School, Ahmadjian was offered a job at ICS in Tokyo.

“Professors at Columbia would stop me in the hallway and ask, ‘Now that Japan is over, what are you going to do?’” she says. But she was happily writing on topics such as downsizing in Japanese firms and the auto industry. Then, through a fellowship, she was able to study in Tokyo for one year.

“I really enjoyed my research, enjoyed living in Tokyo, and decided to stay,” she explains.

When ICS was founded in 2000, it was a pioneering school with classes entirely in English and an international focus, while still part of the national university system. “I think the most exciting thing about being at ICS is the unbelievable diversity, and creating a learning community out of students from all over the world,” explains Ahmadjian. “ICS is not necessarily rooted in American ways of doing business. We teach global business.”

She adds, “It’s fascinating for me to step back and marvel that there are so many ways to organize business. Ten years ago, everyone was talking about how, sooner or later, everyone would be doing business the American way. Instead, national and regional differences are as strong as ever. It’s very exciting to be in the middle of that.”

Joe Duran, BCEMBA 04
CEO, Founding Partner
United Capital Financial Partners
Newport Beach, CA

In a nine-figure transaction, Joe Duran, BCEMBA 04, sold his first company, Centurion Capital Management, to GE Private Asset Management in 2001 at the age of 34. With a book deal and a non-compete clause, the New York-based Duran “had had an amazing run, but didn’t know what to do next,” he recalls.

Duran already had earned a chartered financial analyst (CFA) designation but always felt the MBAs who worked for him knew something he didn’t. After researching a few full-time graduate programs, he chose the Berkeley-Columbia Executive MBA Program for its flexible schedule and academic rigor.

“It helped me lay the groundwork for my new business without shattering me from the contacts I had built over the years,” Duran says.

Now Duran is building yet another business, despite the challenging economy. At a time when the financial services industry is still suffering from the financial meltdown and resulting consumer wariness, Duran’s United Capital Financial Partners has been acquiring smaller investment advisor companies in an effort to build a national, centralized network of wealth managers, whose holistic approach he hopes will redefine the way investors receive services.

“Our industry traditionally sells investment products; they don’t sell a service that helps people live out their financial life,” Duran explains. “We deliver consistent service, just the way you want it, so you’re adequately funded to live out your life goals as well as your financial ones.”

To date, the firm boasts 28 offices around the country, more than 200 employees, and $5 billion in client assets. Since its inception in 2005, United Capital has been one of the fastest growing financial services firms in the country.

In addition to building his own business, one of Duran’s favorite roles is that of an entrepreneurial coach. His book, Start It. Sell It. Make a Mint: 20 Wealth-creating Secrets for Business Owners (Wiley, 2004) lays out his philosophies in an accessible, non-nonsense way. Duran admits it takes sweat equity to grow a business, but alchemy and self-reflection play a role, too.

“We are so accustomed with equating our identity as a person with our title,” explains Duran, who also owns a yoga studio.

“But at the end of the day we’re not here to work, we’re here to live.”
Ridge Martin, MBA 77
President and CEO
Clars Auction Gallery, Oakland, CA
An Old Master painting for $600,000. Three thousand cow-shaped creamers. Merv Griffin’s banquet table. Ridge Martin, MBA 77, has sold it all.

As owner of Clars Auction Gallery, the West Coast’s largest independent auction house, Martin takes stock of everything from the oddball collections of lucrative art to works by famous artists. Clars gains more than 2,000 auction lots monthly at its North Oakland Gallery, with prices ranging from $25 to a record $750,000 for a 1948 Tucker automobile sold last year.

“We see people’s lives—things you won’t see anywhere else,” says Martin, sitting in his office where paintings by abstract expressionist Willem de Kooning and pioneering cubist Georges Braque lean against a wall, awaiting authentication. A luminous Mojave landscape by Maynard Dixon—which fetched $110,000—is propped nearby.

Martin, who also acts as chief auctioneer and appraiser, has followed a career path as eclectic as his wares. An Oakland native, he’d planned to take over his father’s travel agency after graduating from Cornell University, but after a couple of years leading tours, he headed to Cal for an MBA.

He worked in finance for Ford Motor Co., and then switched to bananas, spending three years as Dole Foods’ controller in Costa Rica and Colombia. Back in the U.S., he opened two East Bay toy stores, but closed them after Toys “R” Us opened outlets next to both.

Grasping for direction, he sent out 2,000 résumés, landing a chance gig as a manager at San Francisco’s Butterfield & Butterfield auction house (now Bonhams & Butterfields). The work suited him, and after three years, he went to work for Harvey Clar, who had opened his gallery in 1971 and built it up to five employees and $1.5 million in sales. Martin bought the operation in 1996 and professionalized it by adding 10 specialist appraisers. He now boasts 22 employees and annual sales of $10 million.

Martin’s inventory comes largely from estates and individual consignors, as well as the occasional museum sell-off. With simultaneous online, phone, and live auctions, bidders can raise their paddles from around the globe—making it possible for Clar to handle pieces that previously would have gone to bigger shops like Christie’s or Sotheby’s.

“The Internet has been the biggest, most positive change to our business in 100 years,” says Martin. “If you have the right piece and the right promotion, it will get a top price.”

Best of all, auctions are recession-proof. “This industry will always be around, since we provide a service,” Martin says. “Even if the economy is in the dumps, if someone walks in here with a Warhol or a Picasso, I’m going to have a hell of a year.”

Wendye Robbins, BS 83
Founder and CEO, Limerick BioPharma
South San Francisco, CA
Clinical Assistant Professor, Stanford School of Medicine, Stanford, CA

Wendye Robbins, MD, BS 83, has a rather unconventional method of making major decisions.

She has made a practice out of operating by instinct and making career moves before fully assessing risk. She sheepishly describes herself as a bit “ready, fire, aim,” using military terms from her summer cleaning Israeli military tanks during her undergraduate days.

“But Robbins’ ability to take action and worry later” has guided her success. She graduated from Haas with only a desire to see the world. She applied to medical school on a whim and attended the Medical College of Pennsylvania, interned at the Hospital of the University of Pennsylvania, and completed residency at Johns Hopkins University.

Robbins was then recruited to join the UCSF faculty. But after five years there, she became frustrated by the bureaucracy of medicine. She envisioned a career as a biotech entrepreneur.

“By then, I could take risks,” Robbins recalls. “My husband fully supported my internship.”

Robbins started her first company, NeurosysX, based on her research, “I found great mentors,” she says modestly. “Despite my inexperience, I raised money.” Indeed, she had raised $6.7 million by the time she left the company in 2003. The company went public in 2007, and the FDA approved its original product in 2009.

Robbins joined the Stanford faculty and simultaneously started her second company, Limerick BioPharma, in 2004. With 18 employees currently, the company has raised $3.5 million and has strong board and scientific support and a growing patent library. Limerick’s lead drug is designed to reduce destructive side-effects associated with transplants.

A second focus is to develop drugs to treat disorders of lipid accumulation, including excess cholesterol and other inherited diseases.

“I love translating promising science into opportunity for patients,” she says. “Biotechnology involves so many different activities—developing experimental plans, designing development strategy, building teams, working with the FDA.”

Robbins is particularly grateful for the experiences she gained at Haas in team building and finance as well as the group leadership opportunities. Robbins adds, “I feel so fortunate that Haas gave me the skills and knowledge to launch my unconventional career.”

Steven Sterns, MBA 91
Senior Manager of IT
Cisco, San Jose, CA

In the tech world, some people “speak geek, others speak business,” says Steven Sterns, MBA 91, a man fluent in both.

That talent has taken Sterns’ career from a marketing job with a local salami maker to a high-level IT position with networking giant Cisco. “I think of myself as a translator,” Sterns says.

Stamps never aspired to the role of information technology manager, he majored in English and economics as a UC Berkeley undergrad.

His transformation from marketer to technologist began while working at a consulting firm that was struggling to computerize its operations in the late 1980s. “Before I knew it, I was pulling cables and writing printer strings (software instructions),” he recalls.

The hands-on exposure to technology was rewarding, but Sterns still opted to earn an MBA from Haas, realizing he needed a better grounding in business. He landed a job as marketing manager for Columbus Salame in Hayward, Calif., where he designed the company’s distinctive logo featuring, who else, Christopher Columbus. Sterns quickly donned a second hat, managing Columbus’ IT and Web operations.

Since then, Sterns has amassed more than 20 years experience managing IT operations at such companies as Advent Software and Pure Digital, maker of the popular Pipo video camera. As director of IT, Sterns reported directly to Pure Digital’s CEO to help prepare for the company’s sale to Cisco last year. After the sale, Cisco tapped Sterns this year for another challenge: creating the infrastructure for Cisco’s WebEx video conferencing unit.

Stamps credits his MBA with giving him a distinct advantage as an IT manager: “I couldn’t talk to a finance guy about the software and systems he needs if I didn’t understand finance.” And, he adds, the rigor of a graduate education “taught me to process huge amounts of data—in my brain, that is.”
The Campaign for Haas

Ask the Donors

A Glittering Global Career Brings Intellectual Diversity to Haas

Ambassador Frank E. Baxter, BS 61, is chairman emeritus of Jefferies and Company Inc., a global investment bank focusing on small and midcap companies. After a decade with that firm in the U.S., he moved to London to start and manage Jefferies International. He later launched a new subsidiary called Investment Technology Group and served as director of the National Association of Securities Dealers and later on the board of NASDAQ Stock Exchange as a member of its executive committee. In 2006, President George W. Bush appointed Baxter U.S. Ambassador to Uruguay, where he served for two-and-a-half years. Now, he and his wife, Katherine, have created the Baxter Family Distinguished Fellowship Fund at the Haas School to bring diverse, leading-edge academics to our campus.

Q: You were born in Baxter, California—originally a stagecoach stop between Reno and Sacramento—called Baxter’s. Stop after your great-grandfather. How did your path lead from Baxter to Berkeley in the late 50s? 

Frank: When I was in the Air Force, I learned about the stock market and fell in love with it. To do it well, you need to be conversant with the entire world, and know what’s really important is on Main Street, not Wall Street. And I progressed through various jobs, it served me very well to have a theoretical background and to understand both micro- and macroeconomics. It’s a good context for the practical world.

Q: How did serving as ambassador to Uruguay inform your outlook and ideas? How important is global experience to a business education?

Frank: My Cal experience and my economics degree helped me there, as well. Being an ambassador called upon every stage of my life. I had worked overseas before, in a regulated industry, working with bureaucrats and doing sales. Now I was selling a wonderful new product—the United States! I learned how important culture is—to presume to understand another culture is very challenging. And I learned how tremendously lucky I was to have been born in this country—a gain, a greater appreciation for that random act.

Q: Are you familiar with Dean Rich Lyons’ new strategic plan for the Haas School? If so, with which of the four defining principles do you most identify?

Frank: For me, it’s Question the Status Quo. Always. And question my own assumptions. I have a big toy dinosaur in my office that says, “Adapt or die.”

Q: Can you give an example of how you’re questioning the status quo?

Frank: This country’s K-12-schooling is one of our great tragedies—future generations are being deprived of a great education. My life’s obsession has been to try to bring excellent education to as many inner-city children as possible. I’ve helped to develop 20 charter middle and high schools and prepare those students for university. So far all of them have graduated from high school, virtually all are going to college, and about 90 percent are going to four-year colleges.

Q: Your recent generous gift has created the Baxter Family Distinguished Fellowship Fund to bring diverse academics to our campus and strengthen our study of free-market theory and entrepreneurial discovery. What inspired you to make this gift?

Frank: I’ve always wanted to support Haas—it’s a unique institution worthy of my support. The campus is strongly inspired by the role your Berkeley education played in your banking and executive career?

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Q: You graduated from Cal with a degree in economics. Can you talk about your outlook and ideas? How important is global experience to a business education?

Frank: My Cal experience and my economics degree helped me there, as well. Being an ambassador called upon every stage of my life. I had worked overseas before, in a regulated industry, working with bureaucrats and doing sales. Now I was selling a wonderful new product—the United States! I learned how important culture is—to presume to understand another culture is very challenging. And I learned how tremendously lucky I was to have been born in this country—a gain, a greater appreciation for that random act.

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From Vietnam to Venezuela, the Haas Alumni Network currently has 26 chapters and 61 regional representatives around the globe. Use your network to expand your Berkeley connections—whether you’re traveling, relocating, or just branching out in your own hometown. To learn more about Haas happenings in your part of the world, contact Alumni Relations Director Leslie Kanberg at leslie@haas.berkeley.edu. To meet new Haas alumni wherever you are, visit chapters.haasalumni.org.

When thinking about our defining principles, I always come back to the Parable of the Talents, which has marked me very strongly over the years. This story tells us that no matter how many our initial talents are, we ought to make the most out of them and multiply our gifts. We should be “Students Always” if we want to continue to develop and grow. This guiding principle was the one that moved me out of Chile, looking for the best place to continue growing in every dimension I could. My decision to come to the Haas School proved to be one of the best of my life.

From the first days at Haas we were invited to get involved. It was up to each of us, the same way the master asked the servants in the parable, to pick up the challenge and grow our talents. Haas gave me the opportunity to get involved in the MBA, multiple student clubs, the Young Entrepreneurs at Haas program, and even as a graduate student instructor. I didn’t know it at the time, but all these activities gave me as much as, perhaps even more than, the regular courses of the curriculum.

Now, almost ten years later, I can see that we were able to distill our school essence through the defining principles at Haas. It is clear to me that these are what make Haas special, but, as with the talents in the parable, we are all going to be asked one day what we did with them. The graduates who continue to learn and build on their Haas education will create abundance in their lives. It’s in our nature to make a difference. Marcelo Vásquez, MBA 02
Submit your news online at http://haas.berkeley.edu/alumninotes

Alumni Notes

Alumni Serving You

Haas students and alumni are known for their ability to collaborate and manage diverse teams. They typically demonstrate flexibility and winning interpersonal skills. Nowhere was this more evident than at this year’s “Taste of Haas.”

Thirty-one alumni from the four powerful Bay Area alumni chapters united to plan the much-anticipated event, which sold out in just over a week. More than 400 alumni and Oski socialized and sampled the food and wines of fellow Haas alumni at the Williams-Sonoma over a week. More than 400 alumni and Oski socialized and sampled the food and wines of fellow Haas alumni at the Williams-Sonoma.

1959

Eduardo Colominares, BS, of Bolingbrook, Ill., writes, “This summer I was given the great news that the University of Francisco de Paula Santander, Cucuta, Colombia, has reached 15,200 in enrollment. The university was founded by me in 1962, and was formally established by the State University charter the same year. Never in my life did I think that what started as three classrooms and a small group of volunteers would turn out to be what it is today—the best and largest university in the state. I owe this great moment in my life to UC Berkeley, and I thank you all for your love for Berkeley and my gratitude for how much it shaped my life and work this make my new university clearly, Berkeley’s child.”

1962

Paiboon Benchirat, BS, of Bangkok, Thailand, is semi-retired and is about to pass on his family ship building manufacturing business to his daughters.

1964

Schuyler Bailey, BS, MBA 1965 notes.

1965

Vijay Kumar (Pandit), BS, of Mountain View, Calif., writes, “After graduating, I did actuarial work and passed three Society of Actuaries exams. After that I joined BMA, later their competitor Memex, finally working for IBM’s competitor (IBM’s) (for six years until 2006). I worked in Internet Space, then worked as a consultant for IBM in 2007 at their Silicon Valley Labs in San Jose doing software work for their mainframe computers. I am on the advisory board of InternetSpeech, and perform back-up customer support, and lead their booth in shows on a part time basis. Their sales have been static in the US; but they have opened markets in Asian countries, Brazil, India, Bhutan, China, etc. I am the secretary of the EARLCALC Club in the South Bay area, which meets monthly. My son, Jon is a structural engineer, who helped in the construction of Saturnia Dair Hall on the UC Berkeley campus, which contains the CITRES Center for Information Technology Research in the Interest for Society and other offices. My daughter, Amba, is busy as a mother to 2-year old daughter, Lendy, and equally busy selling properties for Coldwell Banker in Santa Cruz, Calif. Abha, and Marc, and baby, Lendy, vacationed to Mexico in May. Jay is engaged to Aiysha Bentalha, a San Francisco lawyer. They climbed Mt. Whitney together in March and Grand Teton in late July.”

1969

Mark Allen, BS, of Phoenix, Ariz., writes, “I’m a quick note to share this fabulous (?) picture! I visited the San Francisco Bay Area, in the picturesque town of Mill Valley.

1977

Peter Meeks, BS, of Scottsdale, Ariz., writes, “This has been a great year for Haas fundraising. Working with great alumni paid off and we collectively achieved the school’s fundraising goal. It has been difficult and challenging times. Go Haas! I plan on retiring from my partnership position at BDO USA, and planning on spending more time with my family. My wife, Melany, and I have four wonderful daughters.

1979

David Allen, BS 77 notes.

1983

The stock market’s recent focus on corporate governance matters has kept activist investor and governance specialist, Andrew Shapiro, BS, busy traveling the country speaking on governance reforms and his unique activist investing style. He recently presented at UCLA Anderson’s Director Education Certification Program on “Activist Shareholder Dialogue” and also served on a panel, “A Growing Governance Role for BT,” at the National Investor Relations Institute 2010 Annual Conference. Andrew and the firm he founded in 1992, Lambda Capital Management, are based in the San Francisco Bay Area, in the picturesque town of Mill Valley.

1985

Christa Pedersen, BS, of Davidson, Calif., is currently an account executive with Robert Half International. She was recently engaged to Larry Dodd, a former co-worker and business consultant at Arthur Andersen and Co. She writes, “Larry and I are available for speaking engagements on topics such as leadership, sales, change management, and managing for growth and turnaround strategy. We also run a weekend couples workshop for couples considering starting or ending a marriage. For more information, please contact me at christa.pedersen@yahoo.com.”

1988

Alan Seigrist, BS, MBA 1996 notes.

1990

Kevin Brown, BS, MBA 1996 notes.

1992

Kazuo Tanoue, BS, MBA 1992 notes.

1993

email (formerly Ernesto Arizala), BS, ret. He highlighted in Galeria de la Raza’s forthcoming art exhibition catalog celebrating its 40th year as an interdisciplinary Chicano/Latino Space for art and culture. He was also the curator for CelebrateSan Francisco, a contemporary art exhibition running from September 8 to October 9, 2010. For more information, please visit celebratemyc.com.
Haas Alumni Accolades

Awuah Named Among Most Creative People

Patrick Awuah, MBA ’99, president and co-founder of Ashesi University in Ghana, was named one of the 100 most creative people in business in 2010 by Fast Company magazine.

Awuah was ranked 87th on the Fast Company list, which was published in the magazine’s June issue.

Awuah, who was born in Ghana, left a lucrative career at Microsoft to enroll at the Haas School because he believed a business education would bring him closer toward realizing his dream of founding a university in his native country.

While at Haas, Awuah’s idea was for the university to become a student project in the school’s International Business Development Program.

Clasman Nnimi, MBA ’99, worked on the project with Awuah and joined him in founding the university in 2002. She now is a member of Ashesi’s board of trustees.

Awuah’s vision was to create a new kind of liberal arts university to be the spark of a revitalized Africa and a catalyst for new enterprises, new solutions, and a model for other universities. “Only 5 percent of college-age students in Ghana are enrolled in college. It’s a lose number, and it needs to grow,” Awuah told Fast Company.

Gilbert, Wins Top Teaching Award

Thomas Gilbert, PhD 08, an assistant professor of finance at the University of Washington Foster School of Business, won the 2010 Paccar Award for Excellence in Teaching, the school’s highest teaching honor. Gilbert joined the Foster School in 2008 after earning his PhD from Haas, where he won the outstanding graduate student instructor award three years in a row. The Foster School’s Paccar award, named for a Seattle-based technology company, is selected by a panel of Foster MBA students.

Gilbert’s Paccar Award-winning performance came in his first year leading the Foster School’s MBA core finance class and its diverse group of students entering with between zero finance experience and five years in investment banking. “He kept everyone challenged—both bankers and people new to finance,” wrote one nominating student.

Gilbert also is renowned for his accessibility and ability to explain the thickest concepts. (Berkeley MBA students nicknamed him “Is It Clear?” in honor of his comprehensive explanations.) His research explores the complex vagaries of the financial markets.

Larson Receives Pioneer Award

Lester Center Advisory Board member Jack Larson, BS ’73, was honored with the Imagine America Foundation’s 2010 Pioneer Award in recognition of his innovative leadership and outstanding contributions to postsecondary education.

Larson is the founder, chairman emeritus, and permanent president and CEO of Education Corp. (CEC), one of the world’s largest online and on-campus providers of private, for-profit postsecondary education. The annual Pioneer Award recognizes exceptional leadership and support in the career college sector.

Larson led the growth of CEC and expansion of its degree and certificate programs nationally and internationally. Under his leadership, CEC acquired and developed many renowned brands, including Le Cordon Bleu Schools North America, Brooks Institute of Photography, and the Monterey Technical Institute. He also pioneered the company’s unique virtual campus.

As a Lester Center Advisory Board member, Larson has been an important contributor to entrepreneurship at Berkeley. In 2008, he created the Jack Larson Scholarship, annually to students interested in an entrepreneurial career who may have faced obstacles to attend Haas.

Larson Book Shares Consulting Tales

Jon Metzler, MBA/MA 01 (Asian Studies), and his father, Richard Metzler, released a new book earlier this year called The Wisdom of Wizards, which features interviews with 35 leading management consultants whose careers represent nearly 1,000 years of experience.

Through the interviews, the Metzlers create a collection of stories, anecdotes, insights, and lessons from the “wizards” of the consulting profession, most of whom were at the partner or managing director level. The interviews are organized around themes such as “How We Got Started.” “Dealing with Clients,” and “International Projects.”

Jon Metzler is founder and president of Blue Field Strategies, a consulting firm specializing in wireless communications, regulatory, and public safety issues. His father, Richard Metzler, boasts a 29-year career in management consulting, working for nearly 30 years in the airline and utilities industries.

The Metzlers are donating all proceeds from their book to the Foundation for Excellence in Management Consulting, a nonprofit founded by the Association of Management Consulting Firms, to provide scholarships to MBA students.

Walter Gordon, BS, of Modesto, Calif., writes, “Been busy this summer: updating expansion in the Central Valley for a newly public company Primexia (PRM).”

“Jasica and I have been happily married for seven years and are expecting our third child this month.”

Peter Yu, BS, writes, “It’s been over two years since I moved to Hong Kong with Oracle and taking on Asia-Pacific strategy and geographic responsibilities. I am currently developing and incubating a portfolio of four acquired businesses. Unlike big acquisitions that make headlines, there are many medium-to-small U.S. and European acquisitions that have never played in emerging markets and the need for us toformat and market them as startups. Anyone interested in growing technologies into new markets, let’s compare notes.”

Peter Yu, BS, of the magazine’s 2008 list, which was published in Fast Company.

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Gilbert’s Paccar Award-
Belize and enjoyed every minute away from email and work. Looking back of working of working in the pharma/biotech space as a business development manager for the last year and at a media startup company before that. From August of last year to August of this year I moved into a business development role at a technology startup company that focuses on life sciences. I continue to live in North County, San Diego, with my wife and our two dogs. We thoroughly enjoy living here and take advantage of the diverse and exciting offerings of our region. I live next door to my best friend (best man) and my best friend’s kids. My favorite free-time activity is working as a project manager with Engineers Without Borders for a water supply project in Kenya.

2005

J.C. Pratt, B.S., proposed to Jessica Mahoney in Machu Picchu, where he proposed to her in August 2009. Since graduation, I’ve really enjoyed the people, the work, and the company. I guess I got lucky. My wife, Connie (BS, Integrative Biology, 2005), has embarked on a new career as a family, children, and wedding photographer (www.conniephotocom) and is also obtaining her Montessori teaching credential. Meanwhile, our parents continue to bug us about getting married. We’re going to start a master’s degree at Stanford, but he acted like he didn’t want to do it. We hope to see you at any Cal games this year! Go Bears!

2006

Gregory Huang, B.S., of Irvine, Calif., writes, “After working at the Blackstone Group in New York for two years, I wanted to see if I could make it as an entrepreneur. Last summer I started drillfood, the first multivitamin specially formulated for people who drink alcohol. The product launched in May, and has been featured on numerous blogs, radio stations, and even NBC’s The Today Show. It was quite an education going from LBOs and securities analysts to product design and world-of-mouth marketing. Check out our website at drillfood.com. If anyone’s interested in a drill foodie email and I’ll send you some.”

Sandra Lee, B.S., of Alhambra, Calif., has joined the green initiative and currently works at SunPower Systems in San Ramon, Calif., providing renewable energy solutions to commercial and residential consumers. The company was started by two other Cal alumni (also retired), and I continue to do extensive travelling in Europe and Latin America, plus downtown at Whistler (the site of the 2010 Winter Olympics).”

2007

Nicole Anand, B.S., writes, “After graduating from Berkeley in business and education studies in 2007, I worked for Google for a year in finance. After that, I joined the London School of Economics to pursue an MSc in development management. In January 2010, I joined Oxfam’s World Food Program, coordinating the development and communications for technology development NGO, based in New Delhi. I have been a thrilling ride so far! Thank you Cal for empowering me with a skill set and a desire to explore the unexplored, embrace uncertainty and love the diversity that exists across the globe.”

2009

Andrew Tai, B.S., of Los Angeles, will be attending UCLA School of Law starting this fall.

2010

James Lee, B.S., of Sacramento, Calif., will be attending law school in the fall of 2010.

Fennie Wang, B.S. 06

designing product schemes and building business relationships. I returned to New York in August to attend law school at Columbia University.”

Vince Rehle, MBA, of Fountain Valley, Calif., published an article, “Chapter 1: nanoDerm Plans. The Legacy of T7 in the Spring 2010 issue of the California Biotechnology Journal.”

2012

Karl Ruppenthal, MBA, of Fallbrook, Calif. He writes, “During my time in Berkeley, I was interested in industrial relations, and lived in Palo Alto. I went to see the professor of industrial relations at Stanford, but he acted like he didn’t have a damn thing. I hitchhiked to Berkeley to attend UC. That was the best decision I ever made. One of my classmates there was then engaged in motivating Harvey Bridges, president of the Longshoremen’s Union, and the ship owners. I asked him how it was to deal with Bridges; reportedly a Communist until the U.S. had tried to deport to Australia. Much easier than with the ship owners,” said Karl. He worked out an agreement that would allow containers to be moved from the ships to awaiting trucks without having to be unseated then reloaded by the Teamsters. In return, the union was promised that they would lose no jobs. The ship owners put up $1 million as a deposit, but traffic increased so much that nothing was ever paid from that fund. I learned more from Kerr than from any other teacher I ever had. I now have two wonderful great-granddaughters, and a PhD from Stanford, for which I taught for many years.”

2016

Lois Chaden, MBA, of Oakland, N.C., retired as chairman of Hanesbrands Inc, a spinoff from Sara Lee Corp., in Dec. 2008. She still sits on the board of HR, MD, and Boca Raton, and as well as serving on several local not-for-profit boards. She writes, “I’m happy to have re- moved my 41st wedding anniversary with my wife Shirley and I enjoying life in Winston-Salem, the city of arts and innovation. I have two terrific adult daughters (okay, both Trojan graduates) and a wonderful granddaughter. Life is good.”

2017

Barry Gilbert, MBA ’77, retired in February 2017, after leaving Cal. I Happened to bump into Tim Cook, my former accounting professor in the city, and he asked me to join his company Apple. My wife and I moved to Young. I stayed there for five years got my CPA, and then was a senior manager specializing in financial services consulting projects, mostly in the area of a Bank of America. In 1987, I started my own company that helped firms in the area of financial services consulting, Bridgepoint, located in the area of West Vancouver, BC, Canada, and was a former Kiva Fellow. I was involved by interviewing applicants for new Kiva fellowships. I found Kiva and its mission of reducing (not in monetary term) any of my corporate world”

2018

Barry Gilbert, MBA, of Alameda, Calif., writes, “After a long, arduous career in the wine industry, I’m pursuing my passion for wine and finance. I’s started a wine importing business called VinAccess International. In addition to importing wine, I provide sophisticated software for businesses in Europe that wish to visit wine tasting among American tourists.”

Frank Sterling, MBA, of Moraga, Calif., writes, “I’ve led two professional lives simultaneously over the past two decades. From a personal perspective, my positions in marketing, finance, and project management have enabled me to run my own management consulting firm, F33 Group. From an associational perspective, I’ve been involved with numerous organizations, including a role as mayor of Moraga and serving on the board of directors for the Cal Alumni Association. I’m president on the board of directors of the Moraga-Orinda Fire District (an elected position) and oversee the committee that runs my tenancy on the CAA board for an additional year.”

2019

Larry Morin, “Omneibonics, MBA, of Cal and Haas experience, can certainly say I value the contacts I made and the friends I made through my time at Cal. I’ve recently been asked to extend my tenure on the CAA board for an additional year.”

2020

“Lois Morin, other than any of my corporate world”

2021

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Alumni Notes

1982

Geoff Bick, MBA 82, and wife Erichka at the World Cup

1989

Malcolm Brooks, MBA, of Rockport, Maine, writes, “I’m feeling the impact of the end of the book, MBA 89, and sending in an update. I’ve lived on the coast of Maine for 15 years now, composing music, mostly for films and churches. I also teach people how to become musicians and how to make up bands to play in any situation. I haven’t made a lot of money or become very famous, but I have succeeded in shifting from having a Type A personality to a Type B. I love everything I learned at Haas to make decisions and live in harmony with myself — 75 percent of the time.”

1990

Chris Jay, MBA, of Grass Valley, Calif., is doing executive coaching and leadership development with SEICOM Valley companies, and with McKinsey & Co. He recently completed the Gallup-Plus certification course in classical feng shui. He writes, “Sometimes I have just got to get out of left field to reinvent yourself.”

1993

Gene Lash, MBA, of Danville, Calif., writes, “During the 2010, the Lash clan celebrated the third and first birthdays of newest additions, Indiana Cecilia and Dennis on May 5 and 6. Samantha finished his sophomore year at UCLA while joining the SAE fraternity. He is now working at Morgan Stanley in Beverly Hills over the summer. Keatton Reynolds completed his freshman year at San Ramon Valley High School with a 3.0 GPA. He also received his First Communion at St. Isidore in April.

Gene Lash, MBA 93, with family

1995

David Anderson, MBA, of family at Cal’s Lair of the Bear camp

Kevin Brown, MBA 96

Kevin Brown, of Atherton, Calif., was named CEO of Coraid Inc., an Ethernet SAN storage vendor in Redwood City, Calif.

Andre Marquis, MBA, of Berkeley, writes, “I just accepted the position as executive director of the Lester Center for Entrepreneurship and Innovation at the Washburn School of Business to continue to build the great tradition of entrepreneurship at UC Berkeley.

Alan Seigrist, MBA, of Hong Kong, writes, “My company, The Executive Centre, continues to move forward, despite many of the global economic challenges. In January, I launched our website, which we are promoting heavily, in our own language. We have most of our current and new clients in Asia; the rest are mainly in Europe and North America. We have continued to grow our business in new locations with several

David Anderson, MBA, 1992

Gina Lash, MBA, 93, with family

Kathryn Willis, MBA, of Kirkland, Wash., writes, “I have been seriously very nearly lost my Haas degree to successfully shift my career from environmental engineering and now, after 15 years, I get to come around full circle to combine my passions for architecture, the environment, and software. Microsoft is taking environmental sustainability seriously and has recently given me the opportunity to develop our partnering strategy in this space to develop solutions for our homes, buildings, vehicles, and telecom portation systems that will help us manage how we use energy. It is so great to come to work every day!”

Art Altman, MBA, of Danville, Calif., is currently managing research in implications of smart grid, and is involved in solar and solar generation for energy derivative risk management at the Electric Power Research Institute in Palo Alto, Calif. Those sharing an interest in financial management of new energy research can find him at aaltmanlap.com.

Art Altman, MBA 94, and family

2011

Gene Lash, MBA 93, with family

Gasfa and Agilent Technologies. was at long last I will realize my goal of teaching at a university; I have been appointed to the faculty of Hult International Business School’s new San Francisco campus. In the fall term, I will teach an MBA course in quantitative finance to executive MBA students. I will also have the opportunity to teach electives at their campuses in Boston, London, Dubai, and Shanghai. But I’m still a loyal alum! I now have three Big 3 plans including investment management business and the new products, including residential mortgage modification analytics optimized for default-lending cooperatives. If you know any distressed default investors, send them my way.”

Philip MacNab, MBA 92.

Pauline Moraga, MBA, of Ashburn, Va., writes, “I’ve been in the Washington, D.C., metro area where I support the U.S. Federal Sales Team with Hewlett-Packard. I enjoy my current role as a business development executive for our Advanced Programs Group. We are involved in helping clients upgrade their technology, transform data centers, streamline infrastructure, and implement and optimize computing solutions. My husband and I enjoy traveling, especially European cruises. Our grown children are in college and live in the Southwestern U.S.”

2010

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Gina Lash, MBA, 93, with family

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1997
Vijay Bobba, MBA, of Bangalore, India, writes, “The Loyalty Marketing Services venture that I have been working on in Bangalore, India (www.mint.in) for the last five years has now moved to the next level. The next stage of growth with a pioneering new offer position is ripe with opportunities and we hope to ride the wave of separation that is underway in India!”

Carlos Albar Diaz, MBA, of Cordoba, Argentina, is working as a freelance consultant for Bain & Company’s mining practice. He was lucky enough to start a job in the Bay Area and he hopes to see the opportunity to work in the Bay Area again. After a few months working in remote locations, Carlos has plans to work more in the Bay Area in the near future with his wife, Magdalena, Pillar Mercader, MBA 1997, and their husband, Gonzalo.

Erick Floyd, MBA 2002 with wife Donna, daughter Elisa (4), and son Hayden (1) and wife, Cheryl (Weiss) Hayes, MBA, of Oakland, Calif., joined the SBA organization in swarm at CalTech in 2002 and many with George Yeatman of CalTech and Laurel, now in the Bay Area. She is working on creating new jobs and products and for all the companies, including the hundreds that are working with small businesses. She is working with several Haas classmates and families in the area of Orlando for Christmas this year.”

Wensa Gerdynian, MBA, writes, “In July 2010, I visited Indonesia after a six-year absence. In Jakarta, I had a reunion with Haas alumni Funadi Wongso, MBA ’97, Hanifa ‘Bobot’ Indrajaya, MBA ’97, and Sutisna Iskandar, MBA ’96. Funadi is the CFO of a mining company, Hanifa is a financial manager at a large palm oil producer, and Sutisna runs his own consumer goods contracting company. We handed out a new electrical energy to the mining company, helping companies in the Bay Area (and occasionally New York) conduct new Web products and applications. I appreciate that Eileen has given me her support.”

Erick Floyd, MBA, writes, “I was recently appointed senior vice president of Partner Development at Allied Telesis North America Inc. in San Jose, which I originally joined in 2007. We settled in San Jose a couple of years ago and enjoy the great weather and family activities in the area. My 12-year-old daughter Elisa (4), and son Hayden (1) are currently in second grade at Donna’s family school. I will join them for a couple of weeks in September, and plan to see Haas friends in both Korea and Hong Kong. We also plan to meet Haas friends in Orlando for Christmas this year.”

Eric Floyd, MBA 07, with Donna, daughter Elisa (4), and son Hayden (1)

Eric Floyd, MBA, writes, “I am happy to say that I just finished my jumbo jet into the nonprofit world. It is a great feeling to wake up each day and know that what I am doing is helping make the world a better place! I am now headlining project management for All for Good (www.allforgood.org), the nation’s largest search engine for service and volunteer opportunities. While I am not busy with that and I am enjoying the beautiful mountains and craft-brewing scene here in Asheville, NC. (We do the best Portland for Beer City USA!”

1998
Gonzalo Arguello, MBA, writes, “I’ve been in Buenos Aires since October of 1998. I am working for Natalesa, the travel software and travel services company that my husband, Ruben, and I started a few years ago. It is a wonderful experience working for a start-up in Buenos Aires. I am living in the beautiful San Telmo neighborhood close to the Boca Juniors stadium. what else could I want? I big hug to all the MBA class of 1998. I am happy to be in Buenos Aires!”

Raj Pai, MBA, of Saratoga, Calif., writes, “Enjoying the summer with my kids. The highlight of the summer was climbing Half Dome in Yosemite with my daughter (who is ten years now), and was born when I was at home in Yosemite. I had some great hiking adventures in the Bay Area this summer. On our latest trip, I went working on some exciting analytics solutions for consumers in social media, web analytics, tech and retail. And yes, the entrepreneurial spirit kind of sticks in is alive and well. On to start-up No. 2: clara’s (www.claras.com) I confess I am attending the Haas MBA Reunion this weekend, and it was great to see and meet new students, catch up with friends, and hear from the stellar Haas staff! I look forward to staying engaged with the Haas Alumni Association.”

Dan Rosler, MBA, of San Mateo, Calif., writes, “The past few months have been quite exciting with young kids. Other than that I continue to enjoy living in San Mateo with my husband and two young kids (2 1/2). I’ve completed several organized bike rides, been in Wine Country and the America’s Most Beautiful Ride around Lake Tahoe. I’m also enjoying the killer zucchini and juicy tomatoes from my gardening.”

2000
Samuel Wilson, MBA, of Portland, Ore., is working for the Nature Conservancy in Portland and DC, specifically on a deal to protect 7,000 acres in Hills Canyon in Northeast Oregon.

Colleen Reilly, MBA, of San Francisco, writes, “I’ll be the big trade show company in the US. I am working on a new and exciting stage in my career. I am working on all the day-to-day business and small business faces. Everyday is an adventure. Go Haas!”

2001
Trevor Martin Dyson, MBA 02, with wife Paul and children, Trevor, 17 and Kay, 14, of San Francisco, writes, “The past few years have been busy. His first name is derived from the character Conor Larkin in the Leon Uris novel ‘Trinity’ and is a busy. His first name is derived from the character Conor Larkin in the Leon Uris novel ‘Trinity’ and is a busy.”
By Alan Lock, MBA 11

The most rewarding experiences in life are often the most challenging. Indeed, it is the inherent difficulty of a challenge that tends to be so appealing. This is certainly true of a project I am currently involved in: crossing Antarctica on foot all the way from the coast to the South Pole. This feat has been completed by only a handful of people—more people have been in orbit and almost ten times as many have summited Mt. Everest. While the challenge is undeniably a major draw for me, there is another reason that I am undertaking this endeavour.

Seven years ago a rare condition badly damaged my eyesight, leading to the loss of my career as a British Royal Navy officer. The condition could not be cured and swiftly left me partially sighted. For an active, young man in his 20s, this was a crushing blow, resulting in a whole host of additional problems, including losing my driver’s license, the inability to read text, and giving up many sports that I loved. Now, I would certainly never claim that this was in any way a “good” thing, and to this day I would do virtually anything to fix my eyesight. But this experience did leave me with a heightened appreciation of how fragile one’s life can be. I became determined to follow as many of my dreams and ambitions as possible, cramming as much into my life so that if the worst ever happens with my eyesight I will have plenty of good memories.

These challenges have included climbing the highest mountain in Europe, completing the 151-mile Marathon Des Sables across the Sahara, and rowing unsupported across the Atlantic Ocean.

Through many of these ventures I have tried to dovetail my own personal ambition with supporting sight-related nonprofits and charities. My rationale: However bad my situation was, many people around the world suffer way, way more from sight loss. So that brings me to Polar Vision, an expedition that intends to raise awareness and funds for two nonprofits: Guide Dogs for the Blind and Sightsavers International. Guide Dogs supports blind and visually impaired people in North America, while Sightsavers International focuses on preventable blindness in the developing world. The team and I will be aiming to set a new Guinness World Record for the first visually impaired person to cross Antarctica and reach the South Pole.

The team is heavy with MBAs, including a current Tuck student, an IMD MBA graduate, and two current Berkeley MBA students—myself and former U.S. Army Officer Andrew Jensen, also MBA 11. Planning an expedition of this kind is a gargantuan task of international logistics, and for me and Andrew, trying to manage Polar Vision around our studies and internship hunt has been difficult to say the least. That said, the project has enabled us to put much of our MBA coursework into practice. What also has been truly amazing is the level of support from our classmates, who have connected us to potential sponsors and other supporters as well as the media.

We are slightly more than a year away from our start in late 2011 but still have much to do. We have potential sponsors to speak with, training to do, and equipment to procure and test. And we also have the small matter of graduating and ideally finding an employer who can work around our unconventional post-MBA plans. That’s aside from the actual challenge of the expedition itself—covering around 600 miles in freezing conditions while pulling a heavy sled.

Still, if it were easy, then there wouldn’t really be a challenge. And as I said, it is the challenge, particularly in aid of causes so close to my heart, that makes the whole venture so appealing and so exciting!

If you are interested in supporting Alan Lock, Andrew Jensen, and the rest of the Polar Vision team through corporate support or partnership, please contact them at polar-vision.org.

Andrew Jensen and Alan Lock, both MBA 11

I will be aiming to set a new Guinness World Record for the first visually impaired person to cross Antarctica and reach the South Pole. Association with such a record will greatly help the two nonprofits through increased media awareness and a higher public profile. Working with the nonprofits also gives us a deeper purpose to the challenge than simply satisfying a personal goal.

The idea really took off the summer before I arrived at Haas, and coalesced into a tangible project during my first term. I arrived from England with two friends who were 80 percent committed. By Christmas, the entire Polar Vision team had been formed: three Brits and two Americans, including one successful Antarctic explorer (you see, I am not entirely crazy).

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