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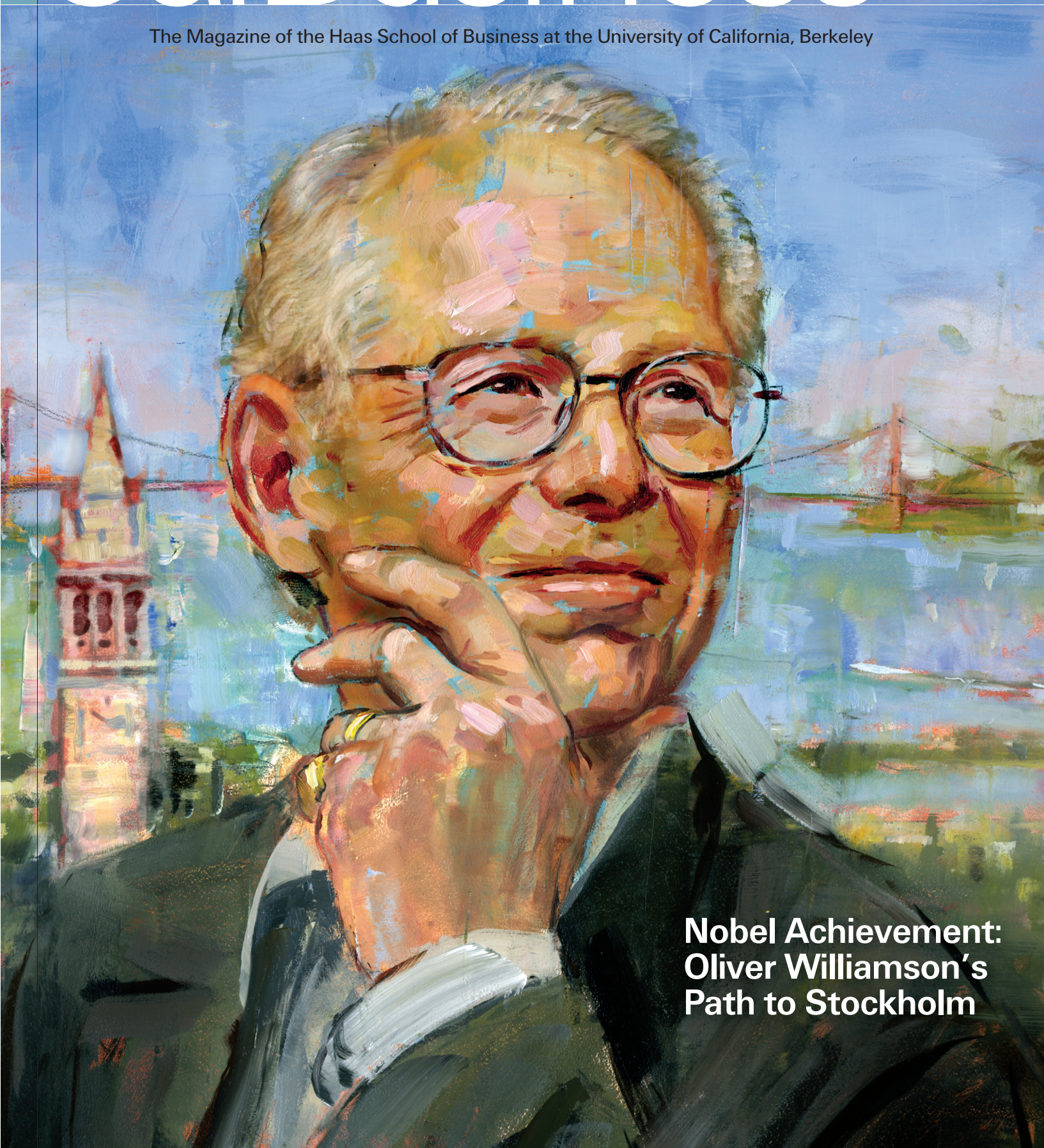
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Winter 2010

Profs. Ho and Andrade: Don't Worry, Be Angry — in Negotiations

CalBusiness

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



Nobel Achievement:
Oliver Williamson's
Path to Stockholm

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MBA Reunion 2010



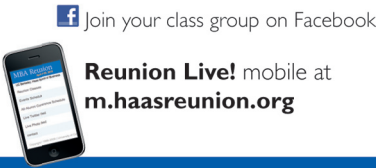
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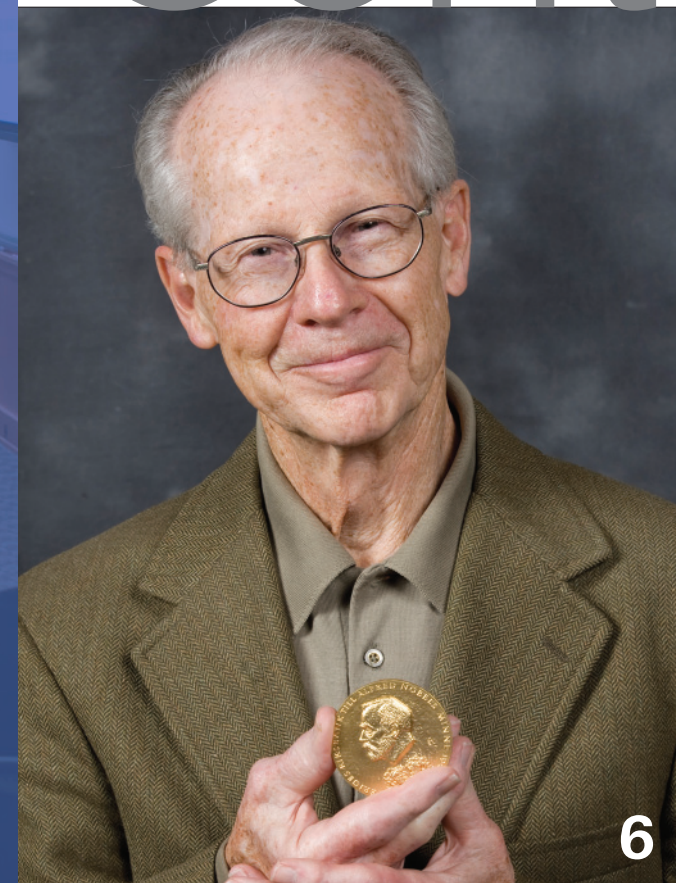
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University of California
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Haas School of Business

In Brief

News from the Haas School



Sustainable Energy Initiatives Converge at New Haas Institute

The new Energy Institute at Haas launched this fall, powered by the rising need for research and growing student interest in sustainable energy.

The school celebrated the debut of the Energy Institute with a launch event Oct. 30 featuring Matt Rogers, who advises US Secretary of Energy Steven Chu on the disbursement of energy-related stimulus money.

The Energy Institute is the result of a merger of two

successful programs: the UC Energy Institute's Center for the Study of Energy Markets and the Haas School's Center for Energy and Environmental Innovation. Haas School Professors Severin Borenstein and Catherine Wolfram are serving as the Energy Institute's first faculty directors.

The institute will oversee the Cleantech to Market (C2M) Program, a new course based on a partnership between

First-year MBA students Gustavo Botelho, Chris Finegold, and Robbie Horwitz (l. to r.) are helping UC Berkeley Plant and Microbial Biology Professor Anastasios Melis (second from right) commercialize his novel algae production techniques. Their work is part of the Energy Institute's new Cleantech to Market course.

graduate students and scientists at Lawrence Berkeley National Laboratory to bring clean energy technologies to market. C2M is one of the activities that have grown out of the Berkeley Energy Resources Collaborative (BERC), an interdisciplinary student organization started by Berkeley MBA students. BERC

will work closely with the Energy Institute at Haas.

"We have a tremendously active and committed group of students interested in clean-energy solutions," says Wolfram. "The more we can put them in touch with the great scientific research being done on energy on the Berkeley campus and at Lawrence Berkeley National Laboratory, the greater opportunity we have to bring real solutions to the marketplace."

The Energy Institute offers several energy-related courses for MBA and undergraduate students.

The institute also is involved in Berkeley executive education courses, including the Cleantech Institute, a quarterly program aimed at providing entrepreneurs, policy makers, and investors with knowledge to further catalyze the rapidly changing industry. The next Cleantech Institute will be held June 10-11. **CB**

Walden Wins Faculty Award



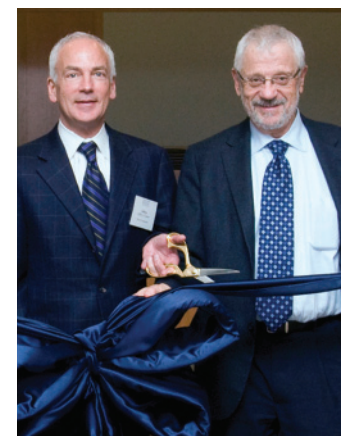
Prof. Johan Walden

Fellowship, the highest honor that Haas awards assistant professors. It consists of a small cash award, a research grant, and a modest instructional point credit. Walden, who joined the Haas faculty in 2005, is a native of Sweden who earned PhDs in both applied mathematics and financial economics. His research focuses on theoretical asset pricing, human capital and capital markets, catastrophe insurance, and numerical option pricing. He has taught Introduction to Finance in the Evening & Weekend MBA Program. **CB**

#1 in the **Economist**
The Haas School was ranked the #1 business school in the US and #3 in the world by the *Economist* magazine's survey of full-time MBA programs. Haas climbed up from its previous ranking of #4 among US schools and #6 in the world. The ranking is based on a survey of MBA students and data provided by business schools.

Haas Celebrates High-tech Classroom

The Haas School cut the ribbon Jan. 12 on the new Koret Interactive Learning Center. The center is the first renovation planned as part of the school's \$300 million capital campaign and the dean's strategic plan to transform the Haas campus. The new 70-seat, tiered classroom boasts state-of-the-art video conferencing, dual-screen projectors, extensive white boards, and a high-tech lectern with touch-screen controls. The project, which also includes two break-out rooms, was funded in part by a \$1.5 million grant from the Koret Foundation, a private philanthropic organization created by the estates of Joseph and Stephanie Koret, founders of the Koret of California sportswear line. **CB**



Koret Foundation CEO Jeff Farber and Richard "Dick" Greene, BS 60, JD 63, a Koret board member and UC Berkeley Foundation trustee, cut the ribbon on the Koret Interactive Learning Center.

Letter from the Dean

Haas Unveils Strategic Plan

Exciting news! The Haas School launched its new strategic plan on Feb. 1, after it received overwhelming support from our faculty. The plan centers on the school's mission of developing leaders who redefine how we do business, as well as the distinctive Haas culture that supports this mission. Let me give you a brief overview.

The culture component of the plan takes a stand, for the first time in our history, on a set of defining principles that distinguish us from other schools. Haas is a singular place, with a singular culture; explicit principles will help us to communicate our narrative in a coordinated, powerful way.

These principles include excellence and inclusion, also the core of all of UC Berkeley's culture. We put special emphasis on four defining principles that reflect the strengths of Haas culture in ways that also differentiate our school. They are:

- Question the status quo
- Confidence without attitude
- Students always
- Beyond yourself

As alumni, you will no doubt see our school reflected in these principles because they have always been our school's "heartbeat." But we never explicitly articulated them until now. I believe that building an awareness of who we are enables us to more readily achieve our goals and attract top-notch faculty, students, and staff who resonate with our unique culture.

The leadership component of our strategic plan is our answer to a fundamental, competitive question: Given that all top business schools produce leaders, what type of leader does Haas develop? Our explicit goal going forward is to produce innovative leaders — men and women who drive growth by putting new ideas to work in every corner and in every function of our organizations. And they need to do so responsibly. In our best judgment, this is the archetype leader that society needs now and will need the most in the future.

We live in a world where value in the marketplace is increasingly driven by ideas that are not yet widely known nor fully proven. Whether it's producing more fuel-efficient cars or dreaming up new business processes, innovative leaders are the ones who will be able to deliver into our idea economy. It is new ideas, put to work effectively, that are the root source of business advantage and success.



Haas has always produced graduates who leaned toward the innovative leader archetype. With key changes to our core curriculum and with new extracurricular programs — starting this fall in our MBA programs — we can provide all of our students with a distinct toolkit of skills and the experiential learning to become an innovative leader. The defining principles of our Haas culture reinforce these lessons, ensuring that our graduates are well prepared for the future.

Over the last 18 months, many alumni, students, staff, and faculty participated in the development of our strategic plan. One message came through incredibly strongly: Let's set the highest possible aspiration, but let's go about it our way. We've done our best to remain true to ourselves and to what makes Haas so special.

I close with a request. In many ways, writing this plan was the easy part. Now it's time for implementation. We consider you a partner as we execute on the plan. Let's hold each other to being "all-in," as our great institution deserves.

Sincerely Yours,

Rich Lyons

Visit the Haas Strategic Plan website:
haas.berkeley.edu/strategicplan

Write to
CalBusiness

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

Power of Ideas

By Pamela Tom

Should Have, Would Have, Could Have

Profs. Laura Kray and Philip Tetlock reveal the power of counterfactual reflection

“The irony is that thinking counterfactually increases the perception that life’s path was meant to be, which ultimately imbues one’s life with significance.”

- Prof. Laura Kray



Prof. Laura Kray says counterfactual reflection – considering “what might have been” – is a popular narrative device used in this 1998 Gwyneth Paltrow movie *Sliding Doors*.

“If only I had...” Almost everyone has said those four words at some time.

According to a new study, such counterfactual thinking — considering a “turning point” moment in the past and alternate universes had it not occurred — heightens one’s perception of the moment as significant, and even fated. Armed with a sense that life may not be arbitrary, counterfactual thinkers, the study suggests, are more motivated and analytical in organizational settings.

The study was conducted by Haas School professors Laura Kray and Philip Tetlock; Linda George, a UC Berkeley psychology doctoral student; Katie Liljenquist, Brigham Young University; Adam Galinsky, Northwestern University; and Neal Roese, University of Illinois at Urbana-Champaign. “From What *Might Have Been* to What *Must Have Been*: Counterfactual Thinking Creates Meaning” will be published in the *Journal of Personality and Social Psychology* this year. “For the first time, we demonstrate that

counterfactual thoughts about one’s life have predictable consequences for how critical events and cherished relationships are understood,” the authors write.

Kray says counterfactual reflection about pivotal moments in the past helps people weave a coherent life story. Kray notes the “what might have been” scenario is a popular narrative device, as developed in the 1998 film *Sliding Doors* starring Gwyneth Paltrow. The film reveals two story lines: what happens when Paltrow’s character makes it through the “sliding doors” onto the train and what happens when she misses the train.

“The irony is that thinking counterfactually increases the perception that life’s path was meant to be, which ultimately imbues one’s life with significance,” says Kray.

The team conducted experiments with student volunteers to discover how counterfactual thinking heightens the meaning of key life experiences. The researchers asked one group of students a question in which the language prompted counterfactual thinking; the other group was asked to respond only factually.

For example, when asked to write an essay on how they met a close friend, the counterfactual group was asked to explain all of the ways they might not have met this friend. The factual group was only asked to recount the factual details of the first encounter. When reflecting on the alternative — never having become friends — the counterfactual participants viewed their friendships as more meaningful and fated. The factual group did not experience that feeling of significance and destiny.

The researchers produced similar results when asking students to identify a turning point — or quintessential “fork in the road” moment — in their lives.

“Getting people to think counterfactually helps them see relations better and construct meaning in their lives,” says Kray. In the context of business, Kray says subsequent research led by Hal Ersner-Hershfield, visiting assistant professor at Northwestern University, found having a sense of meaning fosters organizational commitment. Combined with Kray’s earlier work showing that people who think counterfactually are more analytical, counterfactual reflection is proving to be a powerful tool in organizational settings.

“How we react to counterfactuals is a great test of how open- or closed-minded we are on a topic,” adds Tetlock, who has studied how people think about what-if scenarios at the organizational and even country level. “In my book *Expert Political Judgment*, I find that the more imaginatively experts think about possible pasts, the better calibrated they are in attaching realistic probabilities to possible futures.”



What Should Business Know About Design?

Senior Lecturer **Sara Beckman** posed that question to leading design thinkers at a celebration in November of her 2009 Accenture Best Paper Award. Beckman and co-author Michael Barry of Stanford received the award for “Innovation as a Learning Process: Embedding Design Thinking” in the Haas School’s journal, *California Management Review*. Rather than talk on the paper, Beckman organized the celebration similar to PechaKucha

Night in Japan, an event started in 2003 for designers to show their work. Each presenter gets to show 20 PowerPoint slides, paced at 20-second intervals, for a total of 6 minutes, 40 seconds. The presenters included Autodesk CEO Carl Bass; John Jamieson, Clorox’s lead design and innovation manager; and Elizabeth Windram, senior user experience designer at Google. To watch a video of the event, visit www2.haas.berkeley.edu/Videos/SaraBeckman.aspx.

From left to right: Clorox’s John Jamieson outlines his view of the design process. Autodesk CEO Carl Bass shows how nature inspires design. Google’s Elizabeth Windram stresses the importance of talking with potential users at the very beginning of product development.

Don’t Worry, Be Angry

Profs. Teck-Hua Ho and Eduardo Andrade show angry negotiators walk out with a better deal

Professor Teck-Hua Ho’s wife loved a painting and wanted to buy it. Ho advised her not to appear excited in front of the salesperson. After an hour, Ho left the store with the \$380 painting — for \$120.

Negotiation, Ho knows, is an art, too. In the December 2009 issue of *The Journal of Consumer Research*, Ho and Assistant Marketing Professor Eduardo Andrade show deflating — or inflating — one’s emotions can be a winning strategy. Their lead article, “Gaming Emotions in Social Interactions,” reveals that people strategically “game emotions” to succeed in a negotiation.

Ho and Andrade hypothesized that people would strategically display anger when given the opportunity, and that the strategy might actually increase the angry person’s payoff in the negotiation. “We created a paradigm that allowed us to precisely measure the gap between real and expressed emotions and to test the actual financial consequences of the ‘emotion gaming’ strategy,” says Ho, the Haas School’s Marketing Group chair.

In the school’s xLab social science laboratory, the researchers divided subjects into random groups: proposers and receivers. One proposer and one receiver were paired as partners, but they remained anonymous to each other.

They began with a “dictator game.” Each proposer received \$10 and was instructed to divide the money with his respective partner.

Both players knew the receiver had to accept any offer. All proposers chose to keep a larger share of the pie. Receivers were then asked to report their current level of anger, and on average reported a mild level.

Next, the researchers launched the “ultimatum game,” with the same players paired together. Again, the proposer decided how to divide the pot. This time, the receiver could either accept or decline the offer. If he said “no deal,” neither proposer nor receiver would receive any of the \$10. Most importantly, just before the proposers sent their offer, researchers told the receivers to report (again) their current level of anger. Researchers told only half of the receivers that this second report would be sent to the proposers before they decided how to divide the pie.

When receivers knew that their anger level would be reported to proposers before the latter made a decision, receivers significantly inflated their current anger level — they “gamed” their emotions. And the strategy paid off. Angrier receivers extracted a larger share of the \$10 from proposers. One

participant said, “I did it on purpose in order to be treated more fairly.”

Ho explains, “This equates to ‘This is my final offer, take it or leave it.’ The proposer knows he caused the receiver to be angry in the dictator game. That’s the key. That’s why the proposer is willing to make a better offer in the ultimatum game.”

However, Ho notes this was a one-shot test, and faking one’s emotion continuously may not produce the same results.

Another experiment showed that successful “emotion gaming” depends on the credibility of the inflated emotion. “When proposers believed that the receivers’ report of anger was credible, they offered a higher share to angrier receivers,” says Andrade. “When proposers noticed that the receivers could be pretending to be angrier than they really were, proposers completely disregarded their partners’ expressed feelings.”

“We are not suggesting people should always appear angry to get what they want,” cautions Ho. “People naturally move their emotional state in a calculated way to get what they want. Sometimes we must act happy to get something even when we’re not feeling happy.”

The findings have given Ho a new perspective on the art of bargaining: “Now when I go to a negotiation and people become angry, I am more able to appreciate their motive.”

Oliver Williamson receives the Nobel Prize in Economics from King Carl Gustav of Sweden in December.



Nobel Achiever

How **Oliver Williamson**, a professor with an **unconventional approach** to research and a yen for **welding metal sculpture**, revolutionized the way economists look at organizations

By Ronna Kelly

For the past several years, Haas School Professor Emeritus Oliver Williamson had been on the so-called “short list” to receive the Nobel Prize in Economics.

So, when his son, Oliver Williamson Jr., visited in October, Williamson asked him to please answer the phone if it were to ring early in the morning of Oct. 12. Sure enough, Williamson and his son heard the phone at 3:30 a.m. Williamson Jr. jumped out of bed, picking it up on the second ring. After a Scandinavian voice asked for Professor Williamson, he told his father, “Dad, I think this is the call!”

Then Williamson’s life changed forever. The first reporter arrived at his Berkeley hills home before sunrise, kicking off a day full of nonstop interviews and celebrations until Williamson returned home for dinner 15 hours later. Within two days, his inbox was flooded with hundreds of congratulatory emails from people he did and didn’t know. Six weeks later, Williamson was off to Washington, DC, to join the other 2009 American Nobel winners to meet President Obama — an annual White House tradition. Then he was off to Europe for more festivities — first a conference in Oslo in his honor, followed by “Nobel Week” in Stockholm. The award ceremony on Dec. 10 at the Stockholm Concert Hall was followed by the Nobel Banquet at

the Stockholm City Hall, where Williamson was seated with Sweden’s Princess Madeleine, and his wife, Dolores, was seated with the ambassador from Great Britain.

It’s been more than a whirlwind, Williamson, 77, says after returning to Berkeley. “More like a typhoon.”

“But,” he adds with a grin, “how can I complain?”

Essence of Business Enterprise

Journalists speculated Williamson received the Nobel in 2009 because of his work’s applications to the economic crisis and financial regulation, but those who know Williamson as “Olly” — colleagues and past students — say he was long overdue to receive the most prestigious prize in economics. Haas School Professor David Teece declared Williamson would win the Nobel Prize in 1974 after reading Williamson’s third book, *Markets and Hierarchies* (1975). Teece read a draft manuscript while earning his PhD at the University of Pennsylvania, where Williamson was a professor at the time.

“I returned to his office three days later and reported, ‘This is a great book. Why has it taken me four years at Penn to discover a framework that addresses deep questions about the business firm and its organization?’” recalls Teece, noting that before Williamson, the economic frameworks and models to understand the business enterprise were “quite frankly pathetic.”

“Oliver outlined a conceptually elegant new framework for thinking about the very essence of business enterprise — how it is structured internally and how managers can invent new business organizations,” Teece explains. “Secondly, he outlined what he called a ‘discriminating alignment framework’ for helping us think through how firms should choose what to do inside and what to do outside — the outsourcing decision we currently think of.”

Williamson’s research was path-breaking in part because he analyzed the firm through a more interdisciplinary lens than his peers. “The connective tissue between the departments at Berkeley is really part of the DNA here. In the same way, Oliver Williamson’s work is not only profound but spans so much intellectual space,” says Dean Rich Lyons. “When we start thinking about firms and how managers do

their work, there are members of our faculty who think not only of the formal organization of the firm but also the culture and social norms. Olly was spanning both of those areas very, very early on. The Nobel prize couldn’t have gone to a more wonderful person.”

To Make or To Buy?

The Royal Swedish Academy of Sciences said it awarded the Nobel to Williamson “for his analysis of economic governance, especially the boundaries of the firm.” (Williamson shared the prize with Elinor Ostrom of Indiana University.) In the simplest terms, those boundaries refer to when a firm decides whether to outsource a process, service, or manufacturing function or perform it in-house — the “make-or-buy” decision.

But that understates Williamson’s contribution: Building on a paper written in 1937 by Ronald Coase, also a Nobel laureate, Williamson pioneered a new way of analyzing business enterprises, through the lens of transaction cost economics, in which he explored how variations among transaction attributes warrant one structure of organization rather than another. Because his analysis has been so methodical, detailed, and thorough, Williamson and hundreds of others have been able to apply his framework to many situations and enterprises beyond just the firm and its outsourcing decision.

“I originally thought of make-or-buy as a stand-alone problem,” Williamson explains. “But now I think of it as being an exemplar. If you understand make-or-buy, which is a simple case, you can understand more complex cases.”

Those more complex cases include joint ventures and decisions on industry privatization, labor contracts, antitrust, and regulation. Williamson, for instance, has applied his framework to evaluate cable TV franchises and antitrust enforcement for vertically integrated firms.

Williamson spawned a huge new wave of empirical literature testing his framework in a wide range of industries, from aerospace to semiconductors — an estimated 800 empirical studies, according to a 2006 survey done by his students.



Berkeley’s Nobel Prize-Winning Economists

Professor Oliver Williamson is joined here by the other two living UC Berkeley professors who have won the Nobel Prize in Economics: **Daniel McFadden** (standing), 2000 winner, and **George Akerlof** (left), 2001 winner, both from the Economics Department. McFadden was recognized for his econometric methods for studying behavioral patterns in individual decision-making. Akerlof broke with established economic theory in illustrating how markets malfunction when buyers and sellers have access to different information.

Indeed, Williamson's work has impacted such diverse fields as public policy, law, strategy, and sociology. *Markets and Hierarchies* and his subsequent book, *The Economic Institutions of Capitalism: Firms, Markets, Relational Contracting* (1985), are among the most cited books in the social sciences.

Midwest Roots

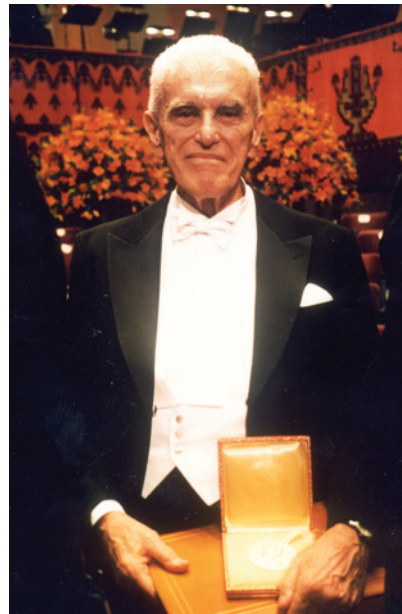
Williamson himself is similarly multi-faceted — a hard-working, demanding, and deep-thinking academic with a dry wit who enjoys welding metal sculpture in his spare time and spending summers with his wife and family (five now-grown children plus spouses and grandchildren) at their summer home on Lake Nebagamon in Wisconsin.

Williamson was born in Superior, Wisconsin, the son of two teachers, raised with an inquisitive mind and the assumption that he would go to college. "I had originally thought of becoming a lawyer, but I was attracted to math and science in high school and began talking instead of becoming an engineer," Williamson recalls in his fifth book, *The Mechanisms of Governance* (1996).

Williamson spent two years at Ripon College in Wisconsin and three years at MIT, where he studied engineering and management. After graduating, he worked as a project engineer for the US government in Washington, DC — an experience that gave him an appreciation for the real workings of bureaucracy. He then earned an MBA at Stanford in 1960 and transferred to the Carnegie Institute of Technology (now Carnegie-Mellon) to earn his PhD in economics in 1963. Williamson calls his PhD training "by far the most important event in my intellectual development."

"Carnegie was an incredible place," he says. "It had a lot of Young Turks, right at the height of their research powers. You walked in the door, you took a deep breath, and you just knew that this place was committed to leading-edge research, and you picked up the enthusiasm and a sense that you, too, could start doing things."

Those Young Turks included future Nobel laureates Herbert Simon, Franco Modigliani, Merton Miller, and Robert Lucas, a roster to which their students Edward Prescott, Finn Kydland, and Williamson have since been added. Carnegie's highly interdisciplinary approach would go on to influence how Williamson combined law, economics, and organization to explore the boundaries of the firm through the lens of transaction cost economics and develop a more realistic, behavioral view of the firm and its participants.



The Haas School's First Nobel Laureate

Haas School Professor **John Harsanyi** (1920-2000) was the business school's first economist to win the Nobel Prize in Economics. In 1994, he shared the prize with John Nash, Princeton, and Reinhard Selten, Bonn-Germany, for their contributions to game theory. Harsanyi, a Jew who narrowly escaped the Nazis in Hungary during World War II, taught at the Haas School from 1964 to 1990.

Berkeley and Back

After earning his PhD, Williamson landed his first job in academia at Berkeley. But his request for tenure was denied. "It was presumptuous of me," Williamson says now of his Berkeley bid for tenure, chuckling at his youthful hubris while sitting in his modest Haas School office. "I mean, I'd only been here a year and three months."

Williamson went on to take a position in 1965 at the University of Pennsylvania, where he stayed until 1983, when he moved to Yale. In 1988, Teece and Al Fishlow, now a professor emeritus at Columbia University, helped woo Williamson back to Berkeley, which appealed to Williamson's interdisciplinary tendencies by offering him appointments in not only business and economics but also law.

While at Berkeley, Williamson created a world-renowned PhD workshop on institutional analysis (now renamed the Williamson Seminar on Institutional Analysis).

"It was a fantastic window on research on institutions and organizations across a broad range of disciplines," says Rotman

Associate Professor Joanne Oxley, who earned her PhD under Williamson at Haas in 1995. "Lots of very famous or soon-to-be famous professors came through."

"Olly also would invite a couple of PhD students along to dinner with the speaker after the workshop," recalls Oxley. "That is unique in my experience of faculty seminars and says a lot about his commitment to his students."

Williamson speaks just as positively about his Berkeley students. "We get pleasure from the good students that we have, and the good colleagues that we have, and the wonderful surroundings of which we are a part," Williamson says.

"Berkeley is a glorious place," he adds. "Everywhere you turn you find this commitment to excellence."

Indeed, Williamson demonstrated his strong affection for Berkeley by deciding to give a large portion of his Nobel prize money to Haas to help create a new endowed faculty chair in the economics of organization.

"Another thing about Berkeley is the extraordinary energy that this place communicates," Williamson says. "You can't step onto this campus and not pick it up."

To read "The Call," an account of the day Williamson was notified of his Nobel Prize written by his son, Oliver Williamson Jr., visit haas.berkeley.edu/groups/pubs/calbusiness/current/thecall.html.

Demanding, Dedicated, Interdisciplinary:

Williamson's influence in the words of colleagues and students



Life-changing for Me

"This is how Williamson was life-changing for me: My whole research strategy after earning my PhD — what I was going to do for the next five to ten years of my life — revolved around trying to embellish his framework and most importantly trying to establish empirically that it had some predictive power, because unless there is empirical evidence to support a conceptual framework, your chances of getting widespread acceptance are limited, particularly if it's interdisciplinary. Oliver's great strength was and still is that he drew selectively not only from economics but also political science, sociology, and law. He showed me the way to be interdisciplinary in my own research."

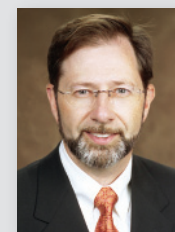
— Haas Professor David Teece



Original Insights

"Olly demonstrated when it was more efficient for a firm to produce a component in-house rather than outsourcing it to another firm. It was path-breaking because economic research at the time was largely fixated on market transactions and treated firms as black boxes of production. Olly made economic scholars realize the need to analyze governance and incentives within and between firms to better understand how efficiency can be maintained in a capitalist society. His original insights and the research area he pioneered (now often referred to as transaction cost economics) offered clear guidance in how business strategy evaluates the costs and benefits of outsourcing, how local and federal governments decide what to privatize, and how antitrust regulators decide when and how to intervene."

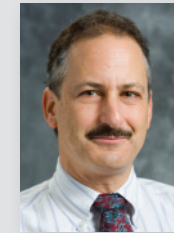
— Haas Professor Steve Tadelis



Slow, Molecular, Definitive

"I have a drawer full of papers from when I was Williamson's student that I keep to this day. I go back and I reread his comments every once in a while because they have such clarity and sharpness. They help me think about what I'm doing today even though the work is entirely different. They help me make sure I'm not overreaching, that I'm proceeding in a 'slow, molecular, definitive way' — that was a phrase he used. There aren't too many people I know who are as dedicated as Williamson is to helping his students learn."

— Jackson Nickerson, MS 86 (Engineering), MBA 90, PhD 97, associate professor at Washington University in St. Louis



Helping Young Scholars

"When I was a new professor, I had a paper that was very much in the spirit of Williamson, but was extending and contradicting some of his results. I presented to him at a seminar, and he had some very severe comments on every place that I was wrong, which greatly improved the paper, but in no sense was he defending his ideas."

I am just very grateful for that high level of helpfulness to a young scholar and complete openness to improving an extension but not defending what was already there. My career has been more productive and more fun because Williamson blazed a path, saying it's OK to think about less-than-perfect rationality, and it's OK to have a little more behavioral science foundations for your assumptions and then see how that changes how we think about classic economics questions."

— Haas Professor David Levine



Demanding and Opaque

"Williamson was a fundamental influence on my research that persists to this day. When I took his Economics of Institutions class in my first year in the PhD program I got excited about transaction cost economics, and I have looked at the world through that lens ever since. As an adviser he was demanding and often opaque in his guidance — it would sometimes take me weeks to figure out what he meant, but when I did, it would mean another huge step forward in my understanding of the topic that I was studying."

— Joanne Oxley, MBA 89, PhD 95, associate professor of strategy, Rotman School of Management, University of Toronto



Fundamental Break in Economics

"Before Williamson, economists thought business enterprise was organized in two ways: firms and markets. Williamson said there is no dichotomy between firms and markets — you have to look at the details of transactions to understand hazards and implement the appropriate governance

structure to match. Williamson talks about issues of organizations and how corporations should pay attention to how they manage particular transactions. It was a fundamental break in the way economists worked. The implications crossed many fields: government, business, developing economies. Understanding Williamson could help understand some of the origins of the current economic crisis."

— Haas Professor Pablo Spiller

Read more faculty tributes to Oliver Williamson in the *California Management Review*, the Haas School's management journal: cmr.berkeley.edu.

Your Haas Network

Ivan J. Houston, BS 48

**Author, *Black Warriors: The Buffalo Soldiers of World War II*
Retired CEO, Golden State Mutual Life Insurance
Los Angeles**

In 1946, when Ivan J. Houston, BS 48, returned to UC Berkeley after World War II, he and his wife, Philippa, were denied married student housing because they were African American. The letterman track and field runner had just left Europe with a Purple Heart and jubilant Italians regaling him and his fellow soldiers as liberators from fascists and Nazis. So the couple moved into an apartment building for black shipyard workers in Richmond, miles from campus. It was a time in American history when black soldiers returning home from the war lived a dual existence — heroes abroad and still discriminated against at home.

In his 2009 memoir, *Black Warriors: The Buffalo Soldiers of World War II*, Houston chronicles his experience with the Jim Crow rules of the American military while serving in the segregated 92nd Infantry Division during World War II.

"Many of us from the North, East, and West had never encountered the ... racial discrimination and segregation we faced in the army," Houston, 84, writes. "But we fought on and in the last weeks of the war achieved a remarkable victory with our 65-mile march through the Apennines ... We defeated the Nazis and Italian Fascists ... but we did not conquer Jim Crow."

Houston's desire to share his story stems from his belief that WWII black soldiers are still not getting their proper recognition. "Not many people know our story. When people think about Buffalo Soldiers they usually imagine those that came out of the West to fight the Indians in the 1800s," Houston says. (African American regiments formed after the Civil War were nicknamed "Buffalo Soldiers" by American Indians.) "People don't think about World War II Buffalo Soldiers. But the truth is, we fought gallantly against the Germans."

Houston's experience with segregation and discrimination in the infantry was a stark contrast to most of his life in California. Before going to war, he lived in an integrated, non-university student cooperative at Berkeley, surrounded by liberal white students. His education in Los Angeles high schools and at Berkeley was also integrated; he grew up with a sense that his intelligence and education would take him far.

And they did. After graduating from business school, Houston worked as an accountant for Golden State Mutual Life Insurance Co., which was co-founded by his father, who also went to Cal. Houston retired as CEO in 1990, after helping Golden State Mutual Life profitably become one of the country's largest black-owned companies. He also chaired the Golden State Minority Foundation, a philanthropic spinoff that has awarded more than \$2.4 million in scholarships and grants to educational programs and students of color. Along the way, Houston was named among Harvard's Business Leaders of the 20th Century and included in *Ebony* magazine's "100 Most Influential Black Americans" list for 14 years.

While Houston certainly credits his success to his education, he says learned the importance of discipline and being flexible while in the military: "You just learn to move ahead in spite of adversity."



Constance Moore, MBA 80

**CEO, BRE Properties
San Francisco**

Ranching might have seemed a more likely career for Connie Moore, MBA 80, based on her obsession with cows as a kid. But that came later. It was the influence of her father, a Santa Clara County developer, that steered her toward real estate.

And it was the skills and self-assurance gained at Haas that helped Moore reach her current post as CEO of San Francisco-based BRE Properties.

"Haas gave me the confidence that I can handle anything. Bring it on. I became fearless," says Moore, CEO of BRE since 2005. BRE is the nation's seventh largest residential real estate investment trust, with 73 apartment communities.

Historical perspective has helped Moore keep her cool in the current real estate meltdown. During her first job as an analyst at BRE after college, construction loan interest rates skyrocketed to 25 percent. Builders were handing back the keys to properties left and right, she recalls.

Nothing, however, could have prepared her for BRE's stock dropping from nearly \$73 per share in 2007 to \$17 in 2009, which Moore acknowledges "shook her foundation." Yet, she sees a bright future for REITs.

"Given their liquidity, public REITs are currently enjoying access to capital, both debt and equity, not available to private companies," says Moore, who has worked in REITs around the country and in London. "Many REITs have deleveraged their balance sheets so they will be positioned for growth as the economy recovers."

Moore says she loves the diversity of her work. "You deal with marketing issues, people issues, capital issues, and must have an understanding of general economic conditions," she says. "No two properties are ever alike."

But Moore hasn't forgotten her alter-ego cowgirl persona. In 2006, she and her husband bought a 400-acre Texas ranch, which Moore visits four times a year. She feeds the 50 head of longhorn cattle, gives them shots, and has even learned how to get them in a chute.

And she makes it clear that while doing ranch-hand work for part of the day, she spends the rest running BRE Properties from her Texas getaway.

Robert Nicholson, MBA 95

**Managing Director, Energy and Power Group
RBC Capital Markets
Toronto, Canada**

A civil engineer in his past life, Robert Nicholson, MBA 95, says his conservative nature is a good fit for brokering financing deals for power and energy projects in Canada.

"Our markets are typically more income-oriented rather than growth-focused," says Nicholson, managing director of the Energy and Power Group at RBC Capital Markets. "But Canada is coming out of the economic crisis very well so far, and companies with a reputation for success and producing good returns can continue to raise capital."

Before entering the energy field, Nicholson was steeped in the world of environmental consulting. As a civil engineer, he advised clients how to prevent or remediate groundwater pollution for more than five years, "poking holes in landfills and contaminated industrial sites." After earning his MBA, he spent ten years in investment banking in San Francisco and New York, working in project finance and mergers and acquisitions.

It was in San Francisco where Nicholson developed his passion for the power industry, while advising clients who bought assets from the incumbent utilities in California in the wake of deregulation of the state's electrical system.

"I think a lot of people don't understand the energy industry," Nicholson says. "But it's fascinating as an ever-evolving industry. It is a massive driver in Canada and also globally."

Nicholson has been applying his expertise to Canada's energy markets since returning home to Toronto and joining RBC in 2003. He has worked on a number of multibillion-dollar transactions, most recently leading a team advising on TransAlta Corp.'s acquisition of Canadian Hydro Developers and arranging \$1.7 billion in financing.

"TransAlta is a 100-year-old utility with a significant portion of coal generation, so this was an opportunity for them to increase their renewable energy portfolio in one fell swoop," says Nicholson.

Such big deals make it exciting for him to be involved in energy in Canada. "We are very fortunate to have an industry that is very strong," Nicholson says, noting the recent growth of independent, renewable power projects across the country. "Even though it's fairly technologically conservative, the industry is moving forward, and that's positive."



Your Haas Network

The alumni profiled on these two pages are members of **Affinity Groups in Haas@Cal**, the school's online community. To meet other interesting alumni like them, visit "Groups" in Haas@Cal at haas.berkeley.edu/haasatcal.

Jason Kibbey, MBA 08 Jeff Denby, MBA 08

Founders, PACT Underwear Berkeley

When Jason Kibbey (left) and Jeff Denby (right), both MBA 08, first arrived at business school, they had no idea just how much Haas was going to teach them to think outside the *boxer*.

The pair met early on at Days at Haas, the school's new-admits weekend. Kibbey was the "eco guy" who worked a sustainability summer internship with Patagonia and a long-time job at the Resource Renewal Institute. Denby had an unusual background in design and was interested in sustainable fashion.

"Some schools just looked at me like I had two heads. At Berkeley it was a completely positive reaction," says Denby. "I came, maybe with total naiveté, and said I want to start a sustainable underwear company."

Idea to actualization involved two classes: Workshop for Startups, which Kibbey describes as "group therapy for people who want to start a business," and Senior Lecturer Sara Beckman's New Product Development class, which focused on creating product prototypes. Partnering with three California College of the Arts students, they fabricated their first organic and sustainable underwear in Oakland, missing their Christmas Gala because they were printing panties until 4 a.m. As part of the course, they attended a tradeshow to present their product, not realizing that industrial designer Yves Behar was a judge.

Behar was so blown away by the socially responsible skivvies that he approached Kibbey and Denby about a design partnership. Upon graduation, the deal with Behar was sewn up and PACT became an active business. "Having that class and meeting Yves made us realize that we really could design the world's best undies," says Denby.

Since then PACT has grabbed media attention from more than 20 media outlets, from *Fast Company* magazine to the *Wall Street Journal's* gift guide to The Today Show.

PACT gives 10 percent of its sales to various social causes, which inspire the company's designs. For instance, spindly lines represent branches and ForestEthics, a nonprofit that protects forests.

Denby and Kibbey say they couldn't have taken their business off the ground without the authentic, innovation-minded community that Haas creates. "Small classes mean that everyone knows you by name — both professors and students — and they know what you want to achieve," Denby explains. "This community experience gave me a shared sense of success which I think is unique in business schools. People stepped up and collaborated with me."

"Professors connected us. Everyone on our advisory board we met through school, and half of our investors we met there," Denby adds. "Hands down, we could not be doing this business if we hadn't gone to Haas."

But...why underwear?

"Ultimately, change starts at home," says Kibbey, "and I think we can agree: The most personal change starts with your underwear."

Editor's Note: To receive a 25 percent discount for Haas alumni, visit wearpact.com and enter coupon code **haas25** at checkout.



Tom Metz, MBA 79

Founder, T.V. Metz & Co. Seattle

Tom Metz's forte is helping to sell technology and service companies at the highest price for their owners. His challenge: The companies' values cannot be calculated by analyzing financial statements.

"I sell companies where the value is strategic — based on their technology, products, and customers," says Metz, MBA 79, who founded his own merchant banking firm, T.V. Metz & Co., in 1983. "It's not a function of the earnings."

He likens his work to a high-stakes poker game. "The key skill that I employ is reading people. How badly do they need this technology? Are they low-balling us? What are their alternatives? Will they walk away if we ask for another \$1 million?"

Learning how to "read" people is just one of the skills Metz has mastered since going into business for himself with two credit cards and a determination to be his own boss. Based in Seattle, Metz has worked with clients as far away as Paris and Australia on deals ranging from \$3 million to \$30 million. In 2008, he published his first book — *Selling the Intangible Company: How to Negotiate and Capture the Value of a Growth Firm* (Wiley) — for CEOs and entrepreneurs.

Before starting his own business, Metz sold computers for IBM, was a financial analyst with the DeLorean Motor Co., and raised capital for a small investment bank — all of which taught him that he was tired of working for other people. "That's the heart of an entrepreneur," Metz says. "They just do not want to work for anybody else."

Working for yourself can be challenging, though. Metz closed his first deal within six months of starting his business, then waited more than two years before closing his second one. "It takes some strength of character to cope with the risk and uncertainty," says Metz, who now typically helps sell two to three companies per year.

In his free time, Metz learned to fly and owns a four-seat Cessna. Flying offers Metz the same reward as being his own boss, he says. "I like the freedom."

Judith Hamerman, BCEMBA 04

Founder, The Directional Group New York City

When Judith Hamerman worked in ad sales at *Financial Planning* magazine in 1993, the company gave Internet banner ads away to clients who advertised in the print edition. "We didn't know how to price and charge advertisers for them," Hamerman recalls. "The biggest challenge for marketers with the Internet, especially back then, was, can you get scale? You didn't have the numbers online that you have today."

Oh, how the media world has changed. And Hamerman has had a front-row seat on the wild ride.

Hamerman has focused her advertising and marketing career on media outlets in San Francisco and Manhattan that embraced new technologies. Before founding The Directional Group, her own media and technology consulting firm, she worked in ad sales management for *Computerworld* and such Time Warner properties as *Fortune* and *Fortune Small Business*.

For many in the media world, getting hired by Time Warner would mean you made it. Among Hamerman's West Coast set during the dot-com boom, however, she was an anomaly. "I was going to work for a traditional media company, and my friends looked at me like I had three eyes because I wasn't at a startup," she says.

But learning how to operate in a Fortune 500 company was integral to breaking out on her own — as was attending the Berkeley-Columbia Executive MBA Program. "Earning an MBA from two top schools gave me much more credibility," Hamerman says.

When Hamerman struck out on her own two years after earning her MBA, her goals were clear: "It was a pivotal time in the industry with Web 2.0 really coming to the forefront. Starting this company was about me seeing where the industry is and where it's going," she says. "We've been an industry in tremendous transition. I wanted to see how things were done outside of the Fortune 500."

One of her clients is Hub Culture Ltd., a social media site for professionals worldwide that blends both physical and virtual worlds. The company sponsored the Hub Culture Pavilion at the UN Climate Change Conference in Copenhagen in December, offering meeting areas, lectures, and workspace to attendees, as well exclusive video footage to members worldwide. The company's revenue model is based on a digital currency.

"We're continuing to figure out new models, continuing to understand what people will pay for," says Hamerman. But, she adds, one thing is for sure: "People are not going to stop consuming entertainment and content."



The Campaign *for* Haas

Ask the Donor

From Rice-a-Roni to Global Investing

Kenneth Reid, PhD 82, left Georgia in 1975 to earn his PhD in finance at Berkeley. **Frances**, his new wife, joined him a year later. After graduation, Reid co-founded Rosenberg Institutional Equity Management with Haas Professor Barr Rosenberg. The Orinda, Calif.-based firm was acquired by AXA Investment Managers in 1999 and became AXA Rosenberg, which today manages more than \$70 billion in assets for approximately 300 clients. Reid currently serves as vice chairman.

Q: *What was it like coming to Berkeley in the '70s?*

Kenneth: I'd never been west of Alabama. I really felt like an adventurer in a little green Volkswagen Beetle driving across the country. The most fascinating part of the journey was the different terrain and scenery.

Frances: I arrived in January '77 and landed on College Avenue, which was wonderful — close to campus, close to Telegraph Avenue, on the tail end of the hippie era. It was fascinating for someone who had grown up in Georgia — I'd never crossed the Mississippi either.

Q: *Why Berkeley?*

Kenneth: I saw California on television. It just felt like a place I wanted to be — a really interesting place. And UC Berkeley is a well-known university.

Q: *What did you see on TV?*

Kenneth: Rice-a-Roni. The cable car. The Golden Gate Bridge. That was it.

Q: *How did you decide to work in business rather than academia?*

Kenneth: My original intent was to get a PhD and then teach. However, once I completed the program, I discovered that I was very

interested in the way financial economics interacts with investment decision-making, so I decided to pursue something in business.

Q: *How is your firm different from others?*

Kenneth: We have systematized the approach that an investment analyst would take with stock evaluation with the objective of being more comprehensive and extending fundamentally based analysis to a broader set of companies.

Q: *Has the economic crisis changed investing?*

Kenneth: No, I think this crisis is not that different from others. The story line changes: This one is the financial crisis, the one before that was the dot-com crash, the one before that was the savings and loan crash. The names and the labels change over time, but the ingredients are the same: Investors get to where it's easy to get financing so they invest and employ leverage in order to magnify the financial results. Investors know it's risky, but it doesn't feel as if the risks are really there, or the belief is that when the risks do emerge, they will have time to move on to something else before the deceleration phase kicks in.

Q: *Is there a bright side?*

Kenneth: Inside all of this, as always, are tremendous opportunities for a young person who is getting started in business. The opportunities are great because there is always the potential to find a better way of managing risks while also capturing opportunities.

When we got started in the investment business, no one was that interested in the stock market because real estate was king. That was '67 through '81. The thing that everyone was not talking about then — the stock market — became the big thing.

Q: *Switching topics a little bit, what inspires you to give back to Berkeley?*

Kenneth: The business school has changed dramatically. I benchmark it against what it was when I went through there. Back then, there wasn't a community built around the business school. You would go to Barrows, take your classes, and then leave.

I never would have imagined all the things that have happened. The business school feels like a community project. Entrepreneurship, educational programs for executives — all those different pieces are reaching out and serving different needs within this broad community. I like to see and support all those different connections the school is making to various parts of the business community.

Frances: I didn't go to Berkeley; I went to Georgia State. But the reason I like to give to the school is because it's very important for me to see a wide socioeconomic base for the students. I don't want to see students not able to get a stellar education because they or their parents can't afford it. While Cal seems to be very committed to remaining as open as possible, I don't think the university can do it, particularly now, without our help.

Your Investments at Work



The John Larson Scholarship has allowed Amanda Murnane, MBA 10, to explore different career paths.

Scholarship Recipient Pursues Entrepreneurial Dreams

Amanda Murnane, MBA 10, was drawn to Haas by its expertise in socially responsible and nonprofit businesses, but has discovered she has an entrepreneurial streak, too. This semester she's taking an entrepreneurship course to investigate two business ideas: helping people volunteer their time to international development programs without having to travel and developing business opportunities for spouses who move with their husbands or wives in the military. Murnane was fortunate that her husband, who is in the Navy, could be stationed in the Bay Area during her second year at Haas, her top choice. "I love the atmosphere, the interaction among students," she says.

Murnane, the recipient of the John Larson Scholarship, supported by Haas Annual Fund donations, says another major highlight at Haas has been the school's Socially Responsible Investment Fund, which has exposed her to the challenges of socially minded stock-picking. Murnane, for instance, thought a solar panel manufacturer would be a good investment, only to discover that solar farms using the panels are blocking the paths of foxes and other migratory animals. "Whenever you find a company doing good work, there's always another side to that," she says. "I've learned a lot through this process."



Prof. Richard Stanton is a Barbara & Gerson Bakar Faculty Fellow.

Faculty Fellow Seeks Answers to Financial Crisis

Finance Professor Richard Stanton is one of the Haas School's six Bakar Faculty Fellows, named in honor of Barbara and Gerson Bakar, BS 48, who gave \$25 million to the school in 2007 to further build and strengthen its faculty. In his recent research, Stanton has been seeking answers to several timely questions. Among them: how investors should optimally exercise employee stock options, why investors pay a premium for newly issued closed-end funds (even though they know these funds are likely to trade at a discount shortly afterwards), and how to best estimate real estate returns. Stanton's research also has focused on indexed credit default swaps on mortgage-backed securities and their role in the recent financial crisis.

In addition to winning research awards, Stanton has received the Earl F. Cheit Outstanding Teaching Award twice. His teaching combines lectures, cases, problems, and discussion of current events. "My goal is for students to develop a rigorous understanding of financial theory and how it relates to major events in the market, so that they are ready to handle new situations as they arise in the workplace," Stanton says.

Upcoming Events haas.berkeley.edu/events

NEW YORK

March 23

Social Media & Your Firm's Digital IQ

Scott Galloway, MBA 92, Co-Founder, RedEnvelope

Zsolt Katona, Assistant Professor, Haas School

VARIOUS CITIES

April 1

2nd Annual Women in Leadership Dinners

HAN Chapters Worldwide

BERKELEY

April 23-25

MBA Reunion Weekend

BERKELEY

April 24

All-Alumni Reunion Conference

LOS ANGELES

May TBD

Haas Celebration

SAN FRANCISCO

June 9

17th Annual Business Forecast Luncheon

Keynote: *Washington Post* Business Columnist Steve Pearlstein

BERKELEY

September 11

Berkeley-Columbia Reunion & Gala

BERKELEY

October 9

Haas Homecoming

SHANGHAI

October 19

Asia Business Center Conference

Keynote: 2009 Nobel Prize Winner Oliver Williamson

SAN FRANCISCO

November 5

Haas Gala

View the 2008-2009 Annual Report of Private Giving online or download a copy at haas.berkeley.edu/epublications/AnnualReport.

Haas Worldwide Events & Contacts

Alumni Hit Dance Floor at Gala

Alumni and students danced the night away in November at the first Haas Gala to feature live music. The dancing followed a sit-down dinner at the Palace Hotel in San Francisco, where Dean Rich Lyons presented awards to numerous alumni in recognition of their dedication to the school.

1 Pictured here are Vicki Morel, former business manager in the Chancellor's Office; Elizabeth Heyman; Sandra Epstein, MA 74, PhD 79 (Educ.); Professor Emeritus Ed Epstein, MA 66 (Poli. Sci.); and Former UC Berkeley Chancellor I. Michael Heyman (seated).

2 Reuniting from the MBA class of 2008 are Kumar Viswanath, Menaka Shroff, Moriah Lewis, and Emily Walling.

3 Philanthropist and financier Richard Blum (center), BS 58, MBA 59, recipient of the Haas School's 2009 Lifetime Achievement Award, is joined by (l. to r.) Barbara Kaufman; Bill Brown, BS 66 (Industrial Eng.); College of Engineering Dean Shankar Sastry; Mary Catherine Birgeneau; UC Berkeley Chancellor Robert Birgeneau; and venture capitalist Vinod Khosla.



Old Blues Reunite at Haas

Nearly 90 alumni who graduated from the business school at least 50 years ago reconnected and shared memories at Haas on Dec. 10.

4 Egon von Kaschnitz, MBA 59, shares a laugh with Professor Emeritus George Staubus and Professor Emeritus Alan Cerf, BS 44.

5 Gustave Perscheid, BS 50, and wife Noreen Kindergan Perscheid, BS 49, chat with Daniel Hungerford, BS 52.

Haas Celebration Rocks NYC

About 145 Haas School alumni, students, staff, and friends gathered at Ernst & Young's New York offices in Times Square Dec. 16 for the fourth annual Haas Winter Celebration in New York. Pictured here are:

6 Anuj Ralhan; Gautam Garg; Anthony Cuaresma; and James Babcock, all MBA 11.

7 Sarah Stamboulie and Jeanne Washington, both MBA 00; and Xiaolin Sharon Yang, MBA 02.



Your Haas Alumni Network Around the World



Haas Culture: In Your Words

Confidence without attitude.
Question the status quo.
Students always.
Beyond yourself.

While not an exhaustive list, these are the values or principles, as articulated by Dean Rich Lyons on page 3, that define and distinguish Haas students, alumni, faculty, and staff. But how do these principles describe *you* or the Haas alumni you know?

An alumni task force is exploring the effectiveness of our network by collecting short stories and comments that exemplify the Haas School's unique culture. The goal is to collect, share, and archive comments online, so that we may all gain a better understanding of what is distinctive about our alumni community. How do alumni support one another? What distinguishes us from the alumni of other top b-schools? What does Haas mean to you?

To share your story, or to read those from fellow alumni, visit ourhaas.org.



Alumni Notes

News from Haas Alumni

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

Check Out the New Haas Marketplace

On Nov. 1, your Haas Alumni Network launched a new initiative called the Haas Marketplace. Located in your password-protected online community, *Haas@Cal*, the Marketplace features companies owned or operated by Haas alumni who either offer special prices on their products and services to the Haas Community or give a portion of revenue to the Haas Annual Fund. Participating businesses include vintners, caterers, financial service providers, clothing and accessory designers. We are pleased and proud to launch this new group, currently featuring the following three companies:



ONEHOPE A wine company founded by **Jake Kloberdanz, BS 05**, that donates 50 percent of its profits to charity. OneHope is offering a 20 percent discount on all purchases and donating 20 percent of all purchases made from its custom Haas webpage, onehopewine.com/haas, to the Haas Annual Fund.

PACT An apparel company founded by **Jason Kibbey** and **Jeff Denby, both MBA 08**, that offers design-driven, responsibly manufactured, premium organic cotton underwear connected to powerful social and environmental causes. (See the *CalBusiness* profile of Kibbey and Denby on page 12 for more information.)

worldofgood.com A marketplace founded by **Priya Haji** and **Siddharth Sanghvi, both MBA 03**, and **David Guendelman, MBA 06**, to empower artisans in developing countries to earn sustainable livelihoods.

Visit Haas@Cal at haas.berkeley.edu/alumni/marketplace to learn more. Details are provided in individual posts made by each company. Discount codes are included with links to company websites, where purchases can be made. Take advantage of these offerings and feel good about supporting Haas alums who believe business can make a positive difference in the world.

If you'd like to list your business in the Marketplace, please contact Karla Rodebush in the Alumni Relations Office at krdebush@haas.berkeley.edu. If you need help logging onto Haas@Cal, contact alumnihelp@haas.berkeley.edu.

Best wishes from campus,

Tenny Frost
Executive Director
Alumni Relations & Annual Giving

Undergraduate

1940
David Rea, BS, of Stockton, Calif., writes, "Thankful to be up and around and still enjoying life at age 90 with my wife of 50 years, three grown children, and four grandchildren."

1949
Robert Dahl, BS, of Walnut Creek, Calif., writes, "During WWII, I was a co-pilot on B-24 bombers. During my working career I was a maintenance engineer. The company no longer exists. In my retirement years I wrote a patent titled 'Wireless Flight Control System.' You may see it by Googling 5531402."

1950
Shirley Foster Hartley, BS, PhD 69 (Sociology), actually diverged from her interest in business and accounting after having two children with husband, Dave. Returning to Berkeley Grad School in Sociology, she completed the doctorate and taught 23 different courses as divergent as Social Psychology to World Population and Sociology of the Future. In 25 years at Cal State East Bay she served briefly as department chair, wrote and published three books and over 20 articles in professional journals, and served on the Board of the Population Association of America. She and Dave have been retired and living on Maui, travelling to over 130 countries knowing that the whole world is a laboratory for sociologists. They work as a team as volunteer mediators, and Shirley serves on the Board of Planned Parenthood for the state of Hawaii.

1956
After a stint in the Korean War, **Ronald "Bud" Figel, BS**, attended the Naval Electronic School and combined his business degree with electronics and

began work for The Dalmo-Victor Company. He advanced to manufacturing and quality control, but didn't see a future. He started a retail sporting goods company in Denver, Colo., and expanded that to three stores. He sold the stores and went into commercial real estate brokerage. He concentrated his efforts into Adams County, Colo., north of Denver. He was invited to sit on the Adams County Board of Governors and developed the Adams County Real Estate Data Bank. He was awarded the Economic Developer of the Year for years 1974 and 1975. Bud assisted in the development and establishment of Denver International Airport (D.I.A.) which was annexed into Denver from Adams County. Bud was a member of The "Society of Office and Industrial Realtors" (SIOR). He is a member of The Rotary Club of Denver and Denver's City Club. He is married to Mimi and has four sons, all professionals, and seven grandchildren.

1960
David Flinn, BS, of Alamo, Calif., is a judge presiding over the complex civil litigation department of Contra Costa County Superior Court. He also teaches California judges and attorneys various topics regarding business litigation. He writes, "Cal business school education has been invaluable."

1961
Christy Reehl, BS, see 1962 MBA notes.

Kent Sather, BS, see 1965 MBA notes.

1965



Vijay Kumar Pandit, BS 65, with daughter Amba DesJardins and granddaughter Linden

Vijay Kumar Pandit, BS, is a member of the board of advisors for InternetSpeech. He writes, "Glad that Cal was victorious over Stanford in the Big Game. My granddaughter, Linden Desjardins, is now over 1, and growing happily. My son, Jay, a structural engineer who lives in Emeryville, is suffering due to the recession and hoping for

a quick recovery. He did help construct the Sutardja Dai Hall, which contains the Center for Information Technology Research in the Interest of Society at UC Berkeley. I am also involved with the California Democratic Council and contribute my views via group e-mail. In addition, I am a founding member, currently secretary, of BAIALC Lions Club, based in Saratoga, Calif."

1967
Jon Cartwright, BS, see MBA 1967 notes.

1968



Peter Meeks, BS 68, and wife Linda Kazares

Peter Meeks, BS, writes, "I have been in Scottsdale, Ariz., for five years now, and I am still working full-time as a partner at BDO Seidman LLP as part of our ever vibrant national Alliance program of CPA and Business Resource Network firms. The BDO Seidman Alliance program is one of the largest of its kind and allows me the opportunity to interact and visit with people around the country. I spend a great deal of time each week flying to locations in the West, Southwest, and Southeast as a goodwill ambassador utilizing program orientation and refresher presentations for our membership. I now have five grandchildren living in the San Francisco Peninsula and come to California often, not only to visit with family and friends, but to work with the Haas Development Council and other UCB activities on campus. I believe it is so rewarding to give back to the Haas School and UC Berkeley for all that the school has given us towards our life's achievements and the growth and development of our personal knowledge and evolving interests. Golfing has found a way into my life at the age of 63 and has presented all the typical challenges and frustrations it brings. But I'm sticking with it! Additionally, as I near retirement, I will be looking over the landscape searching out new interests and activities (both social and civic). Until then, let's do all that we can to stretch our support for the school during these financially challenging times."

1971
Mary (Peggy) Bush, BS, see MBA 1985 notes.

1974

Jim Hale, BS, of San Francisco continues to work with small IT software and services firms, which offer solutions to today's problems confronting the financial services industry, through his VC firm, FTV Capital.

Arnold Nixon, BS, of Petaluma, Calif., and his wife, Kassie, have three children: Jenny, Kate, and Maggie. He is a Sonoma County planning commissioner and CFO at Icore/Zodiac Aerospace in Santa Rosa. He is also a board member of the Redwood Empire Chapter of APICS and the Santa Rosa Manufacturing Group and a member of the Redwood Empire Chapter of Institute of Management Accounting.

1975
Thomas Leaver Jr., BS, is the CEO of the Dubai Mercantile Exchange since 2008. He has more than 30 years of experience in global refining, marketing, crude oil, and petroleum product trading, marine transportation, and logistics. He began his career with Edgington Oil Co. in Long Beach, Calif., learning the refining business, where he held several positions up to manager of crude oil and product sales and supply. From there, he moved into pure trading, first with Apex Oil Co. in St. Louis, Mo., and then in London with the Finnish national oil company Neste Oy. As director and then managing director, he co-led the establishment and international expansion of one of the most successful energy trading firms in crude oil and petroleum products, in both physical and derivatives markets. Following 10 years with Neste, he established the OTC derivative business in Europe and Asia for Nations Banc-CRT (now Bank of America). Subsequently, Mr. Leaver was appointed president of TransCanada International Petroleum Ltd., establishing the global trading arm of TransCanada Pipelines Ltd. More recently, Mr. Leaver has acted as an external consultant for McKinsey & Co., advising national and international oil companies in the Middle East, Europe, and North America. Prior to joining the Dubai Mercantile Exchange as COO in 2006, he was a senior fund manager of RAB Capital's commodities energy fund in London.

William Setnor, BS, writes, "For the past 30 years, my hobby has been working in various inventor and entrepreneur organizations here in the South Bay Area of California. Since 2002, I've facilitated The Entrepreneur Team in Sunnyvale, a small group of like-minded business and professional people, who are trying to develop new products and services for the marketplace. We meet most every Thursday afternoon for lunch and discussion. Currently, our team members have two new products out (<http://www.kixsports.com> and <http://www.flingsbins.com>) and we're now looking to provide free feedback and help for new members with their technical or consumer ideas. We have a safe and informal forum for any would-be entrepreneurs to share their vision, and I would love to hear from any Bay Area Bears. Contact me at billsetnor@yahoo.com for meeting information and further questions."

1976
Steven Hartman, BS, of Los Angeles writes, "Earlier this year I released a couple of iPhone applications – California Wildflowers and Sierra Nevada Wildflowers – in partnership with EarthRover Software. Finally, a wildflower guide that fits in your pocket! Find out more at www.biohere.com or www.californiawildflowers.info."

1978



Barry Epstein, BS 78 was named one of the Top 100 Lawyers in California by the Daily Journal, California's largest legal news source. He is managing partner of the Oakland firm, Fitzgerald Abbott & Beardsley LLP. One of two natural resources attorneys to be included on the list, he was recognized for his groundbreaking work enforcing California's Water Supply Law on behalf of his clients, the Madera County Farm Bureau and Chowchilla Water District, and his recent work securing permits and water rights for an innovative water storage project for California organic farmers. The project has the added benefit of enhancing the state's coho salmon and steelhead habitats. Mr. Epstein's notable work protecting the state's wet-

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Alumni Notes

Haas Alumni Accolades and Appointments

Otellini Leads American Task Force on Innovation



Paul Otellini, MBA 74

Intel CEO Paul Otellini, MBA 74, has accepted an invitation from the Task Force on American Innovation to serve as its new chair. Otellini will be charged with advocating for more federal investment in science and engineering research. As chair, he will visit Washington to meet with members of Congress, administration officials, and others to highlight the importance of more federal investment in science and engineering research.

Awuah Receives Aspen Institute Award



Patrick Awuah, MBA 99

Patrick Awuah, MBA 99, co-founder of Ashesi University in Ghana, was awarded the Aspen Institute's \$100,000 John P. McNulty Prize. The prize recognizes extraordinary young leaders who are making creative, effective, and lasting contributions to their communities. Awuah, who was born in Ghana, left a 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. Awuah's idea for the university became a student project in the Haas School's International Business Development Program. In 2002, Awuah and classmate Nina Marini, MBA 99, founded the university, which offers a four-year undergraduate liberal arts education with a focus on business, technology, and leadership.

Nonprofit Co-Founded by Haji Wins \$50,000

World of Good Development Organization, co-founded by alumna Priya Haji, MBA 03, received a \$50,000 award for its free fair-wage analysis software. World of Good, a nonprofit focused on improving the lives of low-income women in the developing world, received the Katherine M. Swanson Equality Award Nov. 19 from the Swanson Foundation as part of the Tech Awards

created by the San Jose Tech Museum and Applied Materials. World of Good's Fair Trade Guide software platform provides localized pricing evaluation of handmade goods to improve wages of workers around the world.

Mushroom Venture Takes 3rd in Global Competition

BTTR Ventures, a startup founded by Nikhil Arora and Alejandro Velez, both BS 09, won third place in a worldwide competition sponsored by the BBC and *Newsweek*. BTTR, which grows gourmet mushrooms from coffee grounds, received \$10,000 and was featured in *Newsweek*. Arora and Velez got the idea for starting BTTR Ventures (pronounced "Better"; stands for "Back to the



Alejandro Velez and Nikhil Arora, both BS 09

Roots") when they learned in a Haas School business ethics class that women in Colombia and Africa used waste pulp from coffee plants to grow mushrooms. Today they produce 300 pounds of mushrooms a week, which are sold at Whole Foods and Bay Area farmer's markets.



Eleni Tsakopoulos-Kounalakis, MBA 92, with President Obama

Tsakopoulos-Kounalakis Named Envoy to Hungary

Eleni Tsakopoulos-Kounalakis, MBA 92, a prominent Democratic fundraiser, Sacramento developer, and philanthropist, was nominated by President Barack Obama to become ambassador to Hungary. As president of AKT Development Corporation, one of California's largest land development firms, Tsakopoulos-Kounalakis has spearheaded major projects that are now home to thousands of families. Passionate about the need to house California's growing population while working toward a sustainable environment, she has worked on public policy issues both locally and nationally. She is also a trustee of Robert Redford's Sundance Preserve and sits on the Conservation Fund's National Forum on Children and Nature.

lands in Del Norte County, helping California Wildlife Foundation acquire land in Contra Costa County for inclusion in a regional park, and helping the Nevada Land Conservancy acquire land for conveyance to the federal Bureau of Land Management also contributed to his making the list of California's top lawyers. He is also active in the Environmental Law Section of the State Bar as an advisor to and former member of the Executive Committee, formerly served as chair of the Environmental Law Section of the Bar Association of San Francisco, and serves as president of the nonprofit Coastal Conservancy Association.

1979

Tom Frainier, BS, see MBA 1981 notes.

Richard Reeves, BS, see MBA 1987 notes.

1980

Russ Irwin, BS, is sailing a 54-foot boat in the east Caribbean and heading towards the west Caribbean, Panama, and the South Pacific in 2010. More details are at www.newsmorning.info.

Supramu Santosa, BS, see MBA 1981 notes.

1981

Joann (Martens) Weiner, BS, writes, "I write about economics and other interesting subjects for PoliticsDaily.com. I teach economics and finance at George Washington University."

1982

Michael Sanchez, BS, and Gerald Posner, JD, submitted an application to the California Alumni Association to establish a UC Berkeley Alumni Club in South Beach, Fla. Sanchez, who has an MBA from Kansas University, worked in private banking in Switzerland. In 1996 he founded Cascais Investimentos in Cascais, Portugal, and now serves as its chief investment officer. Posner was one of the youngest attorneys ever hired by the Wall Street law firm of Cravath, Swaine & Moore. He is a 1975 UC Berkeley graduate and a 1978 graduate of Hastings Law School. He serves as counsel to the law firm he founded, Posner and Ferrara, and is a full-time journalist and author.

1983

Todd Frank, BS, of Elfin Forest, Calif., continues to enjoy his return to Southern California after an extended stay on the East Coast (primarily Boston). He just celebrated the fifth anniversary of his business, Frank Financial Services. His three kids, Jeremy (13), Samantha (7), and Danielle (5), are now all in "big school," and their parents look forward to the next phase of their schooling: getting them into Cal.

Michael Gabrielson, BS, of Moraga, Calif., left Arthur Andersen as tax manager in 1988, earning his MBA from Wharton in 1990. After stints with consulting firms, he spent the last 19 years working in turnaround management for distressed businesses and working with bankruptcy trustees in Chapter 7 and Chapter 11 cases. He started Gabrielson & Co. in 1995 and hasn't looked back. He now runs a \$100 million business as CFO in the Chapter 11 process. He is happily married since 1987 to Mary and has three children (18), (14), and (10), all boys. The oldest is a freshman at Cal studying biology for a career in medicine. Michael's wife is a pediatric nurse practitioner, and they have lived in Moraga for 14 years. He writes, "Lucky to have been able to play hoops three days a week and play competitive tennis, and have the work flexibility to see my children grow."

1984

John Miller, BS, of Bend, Ore., writes, "I have a very good friend who tells me all paths lead to humility. I believe him. Now I am a living meditation on flow vs. force. I am a partner in One Risk Group LLC of Pleasanton, Calif., and Oregon Yerba Mate of Redmond, Ore., board president of the Green Economy Institute, executive director of the Old Stone Foundation of Bend, and proud father of Pirie and Sabrina with my bride, Monica."

1987

Joseph Asiano, BS, writes, "Last March I moved to UBS Private Wealth Management, where I am a senior vice president, investments. I came to UBS from Credit Suisse, where I had worked since finishing my MBA at Yale in 1997. My wife and I live in San Francisco and have two kids (8) and (6). We stay busy with local family, school, and church activities."

1989

Jeannette Gerber, BS, of New York, writes, "I started Smart Test Prep (www.SmartTestPrep.com), a tutoring business, just over three years ago. It is incredibly exciting to be my own boss after working in the corporate environment most of my work life. My goal is to grow into a boutique tutoring enterprise with five tutors, and I'm halfway there. I use so much of what I've learned at the Haas Business School and am incredibly grateful for the years at Cal. My goal is to provide our students with the tools that will enable them to do well in college and life in general. My husband, Matko, a phenomenal woodworker, and I organize a three-day art salon at our home once a year. We call the event, to which we invite a small number of regional artists and artisans, Touched by Design (www.touchedbydesign.org). It is now time to organize our next event, which will take place Mother's Day weekend, 2010. It would be awesome if any of you East Coasters have a chance to stop by and say hello."

1990



Frannie Mok, BS, BS 90

sonal injury, housing, wills and trust law, and loan modification. She has offices in downtown San Francisco and Oakland. She can be reached at legalhire@yahoo.com. Her older child has started learning how to drive, and her younger child is in fourth grade. She enjoys exercising, singing karaoke, and ballroom dancing in her spare time.

1992



emael, BS 92 (formerly Ernesto Arellano)

emael, BS, (formerly Ernesto Arellano), recently returned to San Francisco after spending a year of meeting celebrities and promoting his book, *The Last American Icon*,

in Hollywood. He presently enjoys a new position with Gap Inc. and looks forward to finishing his much anticipated first musical.

1993

Andrea Romano, BS, writes, "Exciting for me to share with you all that I have finally moved my family to Parma. Directing Dell OEM business in Italy. I enjoy Parma's great central location, which allows travel anywhere in Italy in a few hours. Should I mention great food, excellent schools and fun outdoor neighborhoods? Is anyone else from BS93 at Dell?"

1994

Lawrence "Larry" Fox, BS, of Richmond, Calif., writes, "2009 has been a tough year for everyone. I know that as of this writing I'm looking for work in HR if possible. (Feel free to contact me with a lead.) Despite that, Heather and I are thankful for the support of our family. As for the kids: Mike, Jenny, and Jacob continue to grow and do us proud in their respective schools. We all hope 2010 will be a better year for us all. Go Bears."

1995

Gleb Budman, BS, see MBA 1999 notes.

Kathy Pan-Barboza, BS, of San Francisco, writes, "After six years at PricewaterhouseCoopers as a tax manager serving high-wealth individuals and executives, I became a residential mortgage broker in March 2002 and founded my own brokerage firm in 2004, Elite Capital Inc., serving clients through out California."

1996

Robert Lozano, BS, of Turlock, Calif., is district sales manager of Hyundai Motor America in Fountain Valley, Calif. Previously he was strategic marketing manager at PeopleSoft in Pleasanton, Calif., and regional sales manager at USS-POSCO Industries in Pittsburg, Calif.

Lillian Wang, BS, launched an online dog boutique, www.jasperandzoe.com, offering natural, eco-friendly, luxury, and innovative dog products. She founded the company on the pure love of dogs, combining more than 10 years of management and strategy experience. She has cared for dogs for a number of years and is in the process of adopting a dog. She views dogs as an extension of the family, so her mission is to provide the best quality products at the guaranteed

lowest prices everyday. A portion of the profit will go to dog shelters to help dogs live better lives.

1997

Fred Mok, BS, of San Jose, Calif., writes, "I'm working as a pastor in a Chinese church. It's often challenging not to see visible results but there is fulfillment in living out my purpose. Judy and I celebrated 11 years of marriage this year and our four kids are a constant source of joy (and trauma). Over Thanksgiving, Caleb (8), Micah (5), and Abby (3) helped us pass out bag lunches to needy individuals in downtown San Francisco. Elliot (1) might join us next year."



Fred Mok, BS 97, and wife Judy with their four children

1999

Tom Lawlor, BS, has started up a commercial real estate valuation and advisory firm, Baker & Lawlor Real Estate Solutions (www.bakerlawlor.com), providing appraisal, portfolio analysis, and brokerage services for property owners and lenders in California.

2002

Chris Zobrist, BS, writes, "I've been living and working in Vietnam for three years now. Thanks for all the support and warm wishes for my business mentioned in the last issue. If you're ever planning a trip to Southeast Asia, feel free to drop me a line!"

2003

Victor Pineda, BS, of Los Angeles writes, "I am an expert in disability policy, planning, and regional development. I have advised international agencies, such as the World Bank and United Nations, as well as state and federal governments, in the development and implementation of programs and policies that include people with disabilities. In 2009 I joined the Dubai School of Government as a visiting scholar to study the implementation of the UAE Disability Act of 2006 across three sectors: education, employment, and trans-

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portation. I have presented my work to the US Senate Committee on Foreign Aid and have worked as an associate with the US Treasury. Each year my foundation, The Victor Pineda Foundation, continues to advance its goal of promoting the rights and dignities of young persons with disabilities. Through our different programs we have seen many lives changed for the better. In particular, we have enjoyed great success in the past year in the creation of educational and training materials for organizations that work in the area of education, human rights, research, and the arts. Please take a moment to visit my website, www.pinedafoundation.org. I need generous support from alumni like you to continue my efforts to work to build inclusive societies where young people with disabilities can develop their talents, skills, and abilities and reach their full potential."

2004



Aaron McDaniel, BS 04, after being promoted to regional sales manager within AT&T's business services organization, was selected to AT&T's Diamond Club, which recognizes the top 1 percent of all worldwide sales leaders in the company.

Denise (May) Mills, BS, of Pasadena, Calif., was married to Keith Mills Nov. 6.

2005

Mark Sithi, BS, of Oakland, Calif., writes, "Connie, BS 05 (Integrative Biology), and I were married this past summer at Corpus Christi Church in Piedmont, Calif. We celebrated with two receptions: a family reception at Connie's family's restaurant (Anh Hong, on the west side of campus) and a reception with our closest friends at the Brazilian Room in Tilden Park. Since graduation, I have been working at Triage Consulting Group as a consultant. I also assist with our recruitment efforts at Cal (Go Bears!), and

help lead our social responsibility program. Meanwhile, Connie has founded her photography business, and we are excited to launch it in the beginning of next year."



Mark Sithi, BS, and Connie, BS 05 (Integrative Biology), at their East Bay wedding

Allen Vartazarian, BS, of Los Angeles, writes, "My business, Taltopia.com, recently reached a great milestone of 300,000 members. We are starting our second fundraising round soon. I also proposed to my girlfriend of six years, a fellow Cal grad whom I met at Berkeley. Life is good."



Allen Vartazarian, BS 05, and fiancée Ani Pezeshkian, BA 05 (Psych)

2008

Husain Misherghi, BS, of Mountain View, Calif., writes, "I am a financial analyst at Google. Right now I'm part of its two-year finance rotation program. I'm really enjoying my current rotation on the revenue forecasting and analytics team. My next rotation begins in just a few weeks, and I'm excited to find out what group I will be joining next."

2009

Ruchi Jhaveri, BS, writes, "I started work as a financial analyst at

Wells Fargo's commercial banking office at the end of June. It's been great so far. I had an awesome two-week training in San Francisco with analysts from around the country and am enjoying working with the people here at the office. I'm learning a lot everyday and just now getting the hang of things. As the office is in Oakland, I'm still living in Berkeley, so it's making the college-to-work transition a bit easier."

Richard Zen, BS, of San Francisco, started as an auditor at Ernst & Young. He writes, "Hoping to bring sexy back to accounting."

Jing Zhang, BS, of San Francisco, writes, "I am going through my very first holiday season in the retail industry. It has been a crazy ride since I started in August and will only get crazier. The opportunity I have with Macy's as a manager is such a well-rounded learning experience. My team is teaching me all the ins and outs of running a successful business; I just wish I had more brains to soak up all their knowledge and experience!"

MBA

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

1961

Robert "Bob" Wilson, MBA, of Eugene, Ore., retired in 1998 as HR director in the US Postal Service and as a labor relations specialist, handling arbitrations for the USPS. He is teaching a career workshop to teach unemployed or underemployed people how to be more effective in their job searching. He writes, "Still direct congregational singing (now in my 22nd year) in our weekly worship services (LDS), and still singing in the choir (for 50 years and counting). For fun I enjoy photography (love digital!) and performing at the drop of a hat singing to guitar or ukulele accompaniment, and passing on some wonderful old songs before they disappear. My wife, Jean, also a Cal graduate, and I also greatly enjoy our six children and their spouses and families. We have 19 grandchildren, all of them good friends with each other, all musical. We also enjoy family history research and travel to visit relatives. We will be driving again this year from Oregon to New Orleans, via Montana and Brownsville, Texas — 7,000 miles, but who's counting?"

1962

Christy Reehl, MBA, writes, "My article, 'Cram-down Interest Rates: The Quest Continues,' was recently published in the California Bankruptcy Journal. I am the author of the book, *The Mathematics of Option Trading*, published in 2005 by McGraw-Hill."

1964



Donald Hendon, MBA 64

bookstores Dec. 30 and is listed on Amazon.com. It's based on a seminar I've been giving for 30 years in 36 nations on six continents. It's aimed at helping you get what you want from other people in business and personal situations. There are 31 preparation tactics dealing with your overall mental attitude, 121 assertive tactics, 92 defensive tactics, 16 submissive tactics, 24 cooperative tactics, and 81 dirty tricks — plus a leap-year tactic, which deals with altruistic whistle-blowers and willing martyrs. The introduction is by well-known author and speaker Tony Alessandra and there are 23 testimonials, including those by T. Harv Eker, Kevin Hogan, Jay Conrad Levinson, Robert Cialdini, Herb Cohen, Roger Dawson, David J. Lieberman, and Philip Kotler."

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

Kent Sather, BS 61, MBA, along with wife Joan, BA 62, climbed Mt. Fuji on Kent's birthday to view the sunrise. The climb was spectacular and the summit of Mt. Fuji lived up to the reputation as "The Gateway to Another World." Kent and Joan are active in their



Kent Sather, BS 61, MBA 65, and wife, Joan, on Mt. Fuji

communities of Pacific Palisades and North Shore Hawaii, www.northshorebeachhome.com. They both plan soon to help fill out Berkeley applications for their six grandchildren, Amelia, Wyatt, Oliver, Cole, Carina, and Arielle.

Bill Ziemba, MBA, writes, "I had five delightful years from 1963–1968 at the Berkeley campus. In my youth and throughout my life I have always had many interests and when I applied to graduate school I picked Berkeley — the best school — over other places where I was accepted in patent law, chemical engineering, metallurgy and other subjects. I did an MBA and a PhD, which at that time was very flexible with courses in statistics, economics, and operations research plus the business school. At that time Bart McGuire was an extremely versatile professor supervising many students like me in my master's degree when I built a model for inventory control for the Lawrence Radiation Laboratory and helping countless others. My PhD work on stochastic programming and the theory of economic policy, supervised by Willard Zangwill, prepared me for a successful career in financial modeling, asset-liability management, stochastic programming, stochastic optimization in finance, and other subjects along the way including energy modeling and policy. I was an early researcher, consultant, and trader in financial markets, in stock market anomalies, risk control, and asset-liability management, and continue the academic papers. Two hundred plus articles and twenty-five books are too much to discuss here, but see www.williamtziemba.com for details.

In addition to the academic publishing, I enjoy being a regular columnist for the London-based institutional investor magazine *Wilmott* and run an offshore hedge fund. Recent books are: *Handbooks of Asset Liability Management*, two volumes (2006, 2007), and *Handbooks of Sports and Lotteries* from North Holland, where I am the series editor for the Handbooks in Finance series; *Scenarios for Risk Management and Global Asset Allocation* (2007) and *Optimizing the Aging, Retirement and Pensions Dilemma* (forthcoming 2010, Wiley); and the second edition of *Stochastic Optimization Models in Finance* (2006) and *Efficiency of Racetrack Betting Markets* (2008) (a cult item which sold for \$2,000+ on eBay as the

bible for racetrack hedge funds); and the *Kelly Capital Growth Investment Strategy: Theory and Practice* (forthcoming 2010, World Scientific). I retired from teaching at the University of British Columbia and now teach as a visitor at Oxford, Reading, Bergamo, and Rome regularly and other places occasionally. I enjoyed visits back to Berkeley, as well as UCLA, Chicago, MIT, Washington in the US, Tsukuba in Japan, Singapore, Nice, and Toulouse in France.

I feel that my time in Berkeley elevated me to a very high level and I treasure the way it fed into my diversified interests.

1967

Jon Cartwright, MBA, spent over 30 years with IBM as a senior executive with both line and staff responsibilities. When he retired he was vice president and an IBM corporate resident manager. During his career at IBM, he participated in the US President's Commission on Executive Interchange and was appointed special assistant to the Under Secretary of the US Department of Commerce. After retirement, he was appointed professor of management and organization and executive-in-residence at the University of Southern California School of Business. He was also named the executive director of USC's Center for Telecommunications Management, a research and executive education center. He is now a senior advisor and director emeritus of CTM. In the early 1990s Jon started participating in local government and service to the community. He is president of a local community organization, the Council of Homeowners Associations, a nonprofit, nonpartisan, mutual benefit corporation that provides a forum for its 60 member homeowner associations to meet, discuss, educate, and resolve mutual problems. He has served on numerous corporate and nonprofit boards of directors, including the Armor All Corporation and the Salvation Army's Crestmont College's Board of Advisors. He and his wife, Renee, have been residents of Rancho Palos Verdes, Calif., since 1984.

1968

Leadership for Life, a recent book by **Douglas Gehrman, MBA**, of Houston, Texas, has gotten a good reception and is selling well. Doug continues with speaking engagements on leadership and welcomes new opportunities to speak.

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

1971



Ken Golden, MBA 71

Ken Golden, MBA, has joined Milo Belle as principal in an expansion of its professional staff in the New England area. His experience and skills span 35 years of management consulting and software project management. Milo Belle Consultants LLC is a specialized consultancy that focuses on providing governance, risk, and compliance services.

Peter Michael, MBA, has founded the John Hanson Memorial Association, which has launched a nationwide public education campaign to reacquire the nation with John Hanson, who served as the first president of the nation's original government, the United States in Congress Assembled. The first government existed from 1781 when the Revolutionary War was won until 1789 when it

replaced itself after holding the Constitutional Convention. Hanson was therefore literally the country's first president. His friend and protégé George Washington became president of the second government under the Constitution. Few key founders have slipped further from the national memory than has President John Hanson. The John Hanson Memorial Association is also spearheading the creation of the John Hanson National Memorial in Frederick, Md., Hanson's hometown. For more on the association and the memorial, visit JohnHansonMemorial.org. Pete continues as president of Michael Strategic Analysis (mcgmcg.com) and as publisher of Underground Railroad Free Press (urFreePress.com), the top-market-share Underground Railroad news publication.

1974

Surinder Brar, MBA, of Berkeley, Calif., writes, "It was great to go to the new Haas campus, see the buildings named after some of the professors who taught us, and present the Cisco channel strategy in Professor Wasim Azhar's class. This strategy has also just been published in the fall 2009 issue of the California Management Review."

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Alumni Notes

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



Jeffrey Vines, MBA 75

San Francisco. I have been married to Lynne for over 39 years, and we have two children. Our daughter graduated from WSU and has a teaching credential from Cal. Our son has an undergraduate degree in cognitive science from Cal and a PhD in experimental psychology from McGill University. My favorite charity is the Embarcadero YMCA, where I was a member for 30 years and a board member for over 15 years."

1976

Donna (Dorward) Hale, MBA, of San Francisco manages nonprofit enterprises offering concrete solutions to real-world concerns in the community, including K-12 and special education, and job growth.

1977



Joi Grieg, MBA 77

Disabled Veteran-Owned Small Business, in Arlington, Va. Joi writes, "It's about time I supported a small innovative entrepreneurial enterprise after my time in government and more than 30 years with IBM. Family is fine and growing with a new daughter-in-law."

Jeffrey Vines, MBA, of Pt. Richmond, Calif., writes, "I have enjoyed a 33-year career in the field of corporate real estate, all with firms located in downtown

1978

Ron Feldman, MBA, is the CFO at the JCC of the East Bay in Berkeley.

Azmat Malik, MBA, of Saratoga, Calif., writes, "Over the last 18 months I have been deeply immersed in the clean-green tech world working with startups in developing and vetting their plans as well as funding pitches. The area is getting a lot of good and valid press, plus some hype. In due course it will lead to profound changes in our energy consumption. Sometimes simple ideas can have great impact in a short time."

1979

Paige Hyatt, MBA, of Denver, Colo., writes, "I've been the vice president of sales and operations for Imaging Technology International in Boulder for the last four years until we closed the company's doors in October of this year. This was my sixth high-tech startup. We were focused on inkjet integration for the industrial fluid printing markets, including solar technologies. If you're looking to expand into the Colorado market, give me a call to discuss the plans and the local market prospects. I'd enjoy talking to you."

William Waller, MBA, writes, "My wife and I continue to enjoy life in Ottawa, where I am working for logen Corp. (www.iogen.ca) as EVP and CFO. logen's engineers, scientists, and plant operators recently crossed a significant milestone, having manufactured and sold a cumulative 1 million liters of fuel-grade, cellulosic ethanol from agricultural residue (wheat straw). We believe that this quantity of production is a world first and a strong indicator of the degree of advancement of our proprietary technology. In my role as the leader of the finance and accounting, legal, and IT groups, I find it very rewarding to support the work of logen's 250-plus visionary technologists in our quest to commercialize the fuel of the future."

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

Suzanne Perkins-Gordon, MBA, of Berkeley, writes, "Now that my chapter, 'Is It A Chocolate Pot? Chocolate and Its Accoutrements in France from Cookbook to Collectible,' has been published in the book, *Chocolate*:

History, Culture, and Heritage (New York: John Wiley Co., March 2009), I am giving a talk on 'The Evolution of an Art Form: the French Chocolatière' for the San Francisco Ceramic Circle at the Legion of Honor in San Francisco at 10 a.m. on Sunday, March 21, 2010. You are welcome to attend. Museum general admission applies for non-FAMSF members, and lectures are free."

Michaela Rodeno, MBA, of Napa, Calif., writes, "After 21 years as CEO of St. Supery Winery (and 15 years prior to that ending as vice president of marketing for Domaine Chandon), I handed off daily operations to my successor and now devote my energy to corporate board service. Between board meetings for St. Supery and Silicon Valley Bank Financial Group, I am networking to find a third corporate board seat, planning my daughter's summer wedding, and working on my tennis game."

Linda Wright, MBA, writes, "I am actively searching for my next career challenge as a financial executive in the greater Bay Area. My position as senior vice president and treasurer of Fireman's Fund was eliminated as part of a corporate restructuring. If you have any leads, please send them to lewrightw@gmail.com."

1981

Tom Frainier, MBA, CEO and president of Semifreddi's Bakery, reported the business relocated to Alameda, Calif., after 20 years in Emeryville. Semifreddi's is a producer since 1984 of handcrafted European style breads and pastries available at grocery stores and restaurants in the San Francisco Bay Area. He writes, "We bought a 33,000-square-foot building in Alameda by the Bay. This should take care of our anticipated growth for years to come. We encourage all of you to come and tour this remarkable facility. Roll on you Bears! No pun intended."

Harvey Rowen, JD 67, MBA 81, a former member of the Haas Dean's Advisory Board, and now a member of the board of the Berkeley Center for Law, Business, and the Economy, has been named chairman of the Investment Monitoring Committee of the Jewish Community Foundation of the Greater East Bay. Harvey is the managing member of Starmont Asset Management LLC, a wealth advisory and investment manage-

ment firm. He formerly was CEO of the Merrill Lynch Trust Co. and also of the Charles Schwab Trust Co.

Mary Henderson, MBA, of Oakland, Calif., has been with Kaiser Permanente since 1987 and is now the managing director of the Northern California Division of Research's Research Program on Genes, Environment, and Health. Previously she led the National Self-Funding Program, the National HIPAA Program, and the National IT Y2K Program. She was also the vice president of compliance for the National IT Organization. Prior to joining Kaiser Permanente, Mary was a consulting manager for Andersen Consulting, where she specialized in health care information technology, financial, and other business systems management and implementation. She serves on the board of Family Support Services of the Bay Area and the Lawrence Hall of Science. Besides her MBA from Cal, she holds a BA in economics from Harvard College and an MPH in health care administration from the UC Berkeley School of Public Health.

Kevin McDermott, MBA, of Chicago, Ill., writes, "Amazingly enough I managed to convince over 6,000 voters to elect me to a position on my local school board in a highly contentious race. Meanwhile, I continue to host a local public interest TV show called Public Perspective, and my consulting practice has expanded to four consultants. Fortune seems to be maintaining her friendly gaze, for which I am extremely grateful."

Supramu Santosa, BS 80, MBA, of Jakarta, Indonesia, writes, "After over 20 years working as a senior executive in a multinational oil and gas company in Indonesia, I left the company and established independent oil and gas and geo-thermal companies in 2003." He was married in 1989 and has two children (21) and (12) and is active in various philanthropic activities supporting education, helping rural and poor farmers, and building orphanages.

MC Taylor, MBA, writes, "I am living and working in Oakland, Calif., where I own MC Taylor Associates, an investment advising firm, managing money for pension plans, endowments, foundations, and individuals. Recently attended the Haas Berkeley Finance Conference 2009 and was very impressed with the current students. It felt good to be back in school."

1982



David Critchfield, MBA 82, and wife Cathy hiking around Palm Springs in 2009

David Critchfield, MBA, of Fremont Calif., "My son married his college sweetheart following graduation, and the house has been quieter (and neater) since then. I left downtown San Francisco in 2000. Currently working about half-time as a landlord and soap maker (www.missionpeaksoap.com). I'm also attending Cal football games, riding my bike, and enjoying the out-of-doors. Trying not to gain too much weight and to age gracefully. Wondering if I have the nerve to attend our 30th reunion in a few years."

Kevin Omi, MBA, graduated in May from the Pacific School of Religion with a Masters in Divinity. He serves as executive director for Kaiser Health Plan, with primary focus on IT strategic planning and improving operational efficiencies.

1983

Scott Corwin, MBA, of San Francisco, writes, "Delighted to announce the successful launch of SpiritWash Crystals, an altar piece business. The Open Crystal Studio Party on Nov. 22 included crystal party favors, no-cost raffle of spiritual items and services, six tarot/astrology readers, three deejays, a stone-cutting demo, and a pre-holiday sale of 30 designs of crystal altar and meditation pieces. To find future events, follow the calendar on www.SpiritWashCrystals.com or the SpiritWash Crystals page on Facebook."

Philip Livingston, MBA, of Basking Ridge, N.J., writes, "I was appointed CEO of Martindale-Hubbell in September. MH, a subsidiary of LexisNexis, is a 130-year-old company and the leader in Web-based marketing services for lawyers and their firms. We own Lawyers.com, the top consumer Web site for finding a lawyer and legal information. Our family is doing well, too, as daughter, Sarah (born at Alta Bates), is a freshman

at my alma mater, University of Maryland. Son, Scott, is a ninth grader at Andover in Boston.

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

Mary (Peggy) Bush, MBA, writes, "As a philanthropic consultant I am making use of my law degree and experience, my business background, and many years as executive director of a nonprofit. Enjoying the mix."

Karl-Otto Hartmann, MBA, is founder of Fund Directors' Counsel, providing legal and business advice to money managers, their funds, and their boards of directors. With over 30 years experience in the securities industry, Karl employs his Cal MBA constantly to resolve branding and marketing issues, develop business strategy, and review complex financial transactions and products. After graduation in 1985, Karl worked for Orrick Herrington & Sutcliffe in San Francisco before moving to Boston in 1988. In Boston, he worked with several companies that manage and administer investment companies. Notably, he helped develop the first exchange-traded fund with Professors Mark Rubinstein, John O'Brien, and Hayne Leland in the early 1990s. He lives with his wife, Brigitte, outside of Boston, and spends a lot of time at his house in Cape Cod. He enjoys skiing, kayaking, surfing, gardening, and hunting.

1986

Daniel Engel, MBA, formed the Non-Profit Purchasing Group (www.nonprofitpurchasinggroup.org) to help lower the recurring costs of non-profit organizations by providing its members with discounted rates on their most commonly purchased goods and services. He is also president and founder of the Miracle League of San Diego and chairman of the board of the California Oncology Research Institute.

David Pearce, MBA, of Milton, Mass., writes, "I was named audit committee chairman and a director of Dover Saddlery, a publicly traded retailer of horse-riding products. I am consulting as an interim CFO after having served as a CFO for various retail and direct-marketing companies for the past 14 years. Our oldest son goes to Brown next year while our 10th-grade son aspires to matriculate at a UC campus. Perhaps, one day we will return to the Bay Area."



Thomas Schulz, MBA 04

LinkedIn group has become a key student and alumni benefit that has developed deeper professional connections for members of the Haas community around the globe. THANK YOU Thomas for helping Haas grow its vibrant and active alumni community online. Your vision has benefited all members of the Haas Alumni Network.



To join the Haas/Berkeley group and maximize the power of your Haas Alumni Network, please visit haas.berkeley.edu/alumni/linkedin. To learn about other services and benefits available to Haas Alumni, view our new alumni benefits flipbook online at haas.berkeley.edu/epublications/AlumniBenefitsBrochure.

1987

Richard Reeves, MBA, writes, "My wife, Shirley (Cal BS 81, MS 85, OD 87), and I are busy renovating an old house and thereby greatly stimulating the building materials and construction economy (and yes it's all earth friendly). Also proudly sporting new Cal and Haas School of Business license plate frames deep in the heart of enemy territory here at work in Palo Alto. My eldest has latched onto medical physics as a career goal, and my youngest is getting ready to storm a new elementary school."

1989

Asaf Mohr, MBA, of Hod Hasharon, Israel, writes, "After 25 years of high-tech entrepreneurship, I am launching a new venture that is all about having fun. Bluebird Riders (www.bluebirdriders.com) takes mountain bike riders and their companions on a dream sport and leisure vacation. Luxury yachts serve as floating hotels as we sail across magical blue bays and islands in Turkey, Croatia, and Greece. We indulge in the on-board gourmet Mediterranean food, and then burn these tasty calories the next day. With our two birds, Karen and Tal, out of the nest, Idit and I are a young couple all over again. Karen, born in Berkeley in 1988, just started a long backpacking trip in South America in the footsteps of my one-year journey across that

continent 30 years ago. And Tal, born at Stanford in 1991, is doing her two-year obligatory service in the IDF."

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

Britt Anderson, MBA, of Los Gatos, Calif., is a trademark and copyright litigator, advising clients on their international branding and intellectual property protection with Manatt Phelps & Phillips LLP in the Bay Area. The most remarkable thing to have happened to Britt and his wife, Karyn, in 2009 is their son, Justin, started as a freshman at UC Berkeley.



Klaus Hammer, MBA 90, with girlfriend Yu Yu

Klaus Hammer, MBA, writes, "I live quite happily with my girlfriend, Yu Yu, an artist from Shanghai, between Zurich and China. My art gallery, Art Seasons, which specializes in contemporary Asian art (artseasonsgallery.com) is still standing in the crisis and is one of the leading ones of its kind.

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

Alumni Notes

With two friends from China I also have just formed a business development company between Asia and Europe. We help companies from Asia to source know-how or to start distribution in and from Europe. We also have contacts in China, who are interested to source water and waste management and renewable energy infrastructure. We are connected with a variety of Chinese government decision makers. If you have something of interest, please contact me, k.hammer@hispeed.ch."

Scott Hansen, MBA, spent over nine years in the Bay Area working for several software companies: Documentum/IBM, Adobe Systems, and Symantec. He retired in 2007 and moved to San Diego. After enjoying some time off, he started a corporation to purchase, renovate, and sell real estate, which has grown quite nicely. In addition to work, he is focusing on getting in great shape, traveling around, enjoying the weather, coaching sports, and helping raise two children.

Patricia (Karcher) Kirkish, MBA, writes, "My husband and I founded a handcraft gallery called Dovetail Collection in Healdsburg (north Sonoma wine country), where we represent a group of California artisan/craftsmen. We design and build beautiful fine wood furniture for a nationwide clientele. Now 6 years old, the business has managed to weather the recession, thanks to our unique offerings and loyal clientele. The brightest spot in our year is our long-awaited daughter, Katie Kirkish, who was born in January 2009."

Christopher Seefer, MBA, has been appointed assistant director and deputy general counsel of the Financial Crisis Inquiry Commission, created by Congress to investigate the causes of the financial collapse and to provide a full and fair accounting to the American people. He is taking a leave of absence from his partnership at the law firm of Coughlin Stoia Geller Rudman & Robbins LLP, where he has been litigating securities class actions since 1999, to join the commission. He was previously senior investigator with the Office of Thrift Supervision, where he investigated allegations of fraud and misconduct related to savings and loan institutions.

Jeffrey Solari, MBA, of San Francisco, is CEO of Native Instinct, an agency designing interactive products for clients like Wells Fargo, Visa, Salesforce.com, Walmart.com, and Cisco. Native Instinct consults with companies to develop their digital product management strategy, and also helps them design interactive experiences optimized for the user. Jeff likes to think he's making the world a better place, one user experience at a time.

Susan (Thompson) Waller, MBA, of Los Altos Hills, Calif., is an HR and staffing consultant. She writes, "I live in the South Bay with my husband, Jim, and children, Lauren and Andrew. I've been enjoying many of the local Haas alumni events lately. Feel free to contact me at greathiresca@gmail.com. Happy New Year!"

Caroline Winnett, MBA, writes, "My company, NeuroFocus, is expanding rapidly and is now the world's largest neuromarketing company. We have offices in the US, Europe, Asia, and South America. NeuroFocus analyzes brainwaves to bring new insights into consumer behavior for brands, advertisers, networks, and all types of industries. Our location in Berkeley allows us to draw upon the school's excellent graduates."

1991

Joanna (Wallace) Crowley, MBA, writes, "I have worked in health care since I left Cal, first for Kaiser Permanente Northern California in various planning roles and then back in the UK in health care planning, commissioning, and provider organizations. Now running Spire Manchester Hospital, one of the two big private hospitals in Manchester, England, and enjoying leading a private-sector health care organization here after 10 years as CEO of public-sector hospitals. Married to Dave (second marriage and very happy) with a 7³/₄ year-old (as she would say) daughter, Erin. Life is good here and hope it is so for all I was at Cal with."

Adam Hardej, MBA, of Hingham, Mass., and Anney, France, writes, "All is well in the world of commercial real estate — if you have the background and experience to deal with distressed and problem asset situations. We have expanded and cover the entire country now on the valuation and consulting side and also handle institutional due diligence needs on a national basis. Just launching another entity to work more on the

institutional side of things — Global Valuation Advisors, headquartered in Boston, but also key market coverage in San Francisco, Los Angeles, Miami, and Chicago. Family is doing great. Son, Adam III, is a freshman at the Groton School in Massachusetts, and seventh-grade daughter, Rachel, is off at boarding school in The American School in Switzerland in Lugano. Beth, my wife and a Cal '91 undergrad, is heading up our government contracts division. Go Bears — incredible Stanford victory in football!"

Steven Sterns, MBA, of Oakland, Calif., writes, "I've spent the last year as the director of IT for Flip Video. We were so successful that Cisco decided to purchase us. Now I spend my time as cultural ombudsman between the entrepreneurial Flip business and the established Cisco juggernaut. At home, I got married for the second time to the same wonderful guy and wasn't even forced to pay alimony."

1993

Melissa Kelley, MBA, of Santa Rosa, Calif., plans to occupy herself with literary endeavors in 2010. She has been hired by KRCB Public Radio & TV to organize The Big Read, Sonoma County. Melissa secured a grant from the National Endowment for the Arts and will create programs and book discussion groups around the classic *The Adventures of Tom Sawyer*. She was also hired by the Sonoma County Literary Arts Guild to be the 2010 director of the Sonoma County Book Festival.



Yoichi Shiraishi, MBA 93, with wife Keiko, daughter Kaori, and son Makoto after his election to the Japanese Diet

Yoichi Shiraishi, MBA, writes, "I was just elected to the Japanese Diet and am now a member of the House of Representatives. I have been campaigning for three years. I will do my best to make our society better using the knowledge and experience I got at Berkeley."

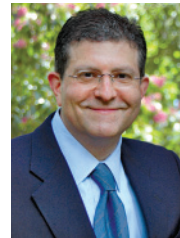
Tom Stahl, MBA, who also has an MA in Asian studies, started as the COO of LOC-AID Technologies, a location-based services aggregator for the wireless industry. He and **Julie Kim, MBA**, live in San Francisco with their two children, Leo (8) and Lindsay (6).



Tom Stahl and Julie Kim, MBA 93, with children Leo and Lindsay

1994

Art Altman, MBA, manages research in financial risk



Art Altman, MBA 94

management of energy derivatives and related assets for the Electric Power Research Institute in Palo Alto, Calif. His near-term focus is intermittent generation, such as wind and solar. He welcomes contact at aaltman@epri.com.

Koji Asada, MBA, writes, "I have been appointed general manager and global head of leveraged finance at the Bank of Tokyo-Mitsubishi UFJ in Tokyo. We have a team of over 30 professionals, and my responsibility is to promote and deliver various acquisition financing services."

Michael Garrow, MBA, of Onamia, Minn., accepted the COO position with the Mille Lacs Band of Ojibwe Indians to oversee the tribe's two large casinos, tribal businesses, and economic development. Michael formerly was the general manager for the Little River Casino Resort in northern Michigan.

Richard Hart, MBA, of Oakland, Calif., writes, "Happy to report a great end to 2009. Celebrated my daughter's bat-mitzvah in October. It's great to have reached this milestone, and it's great that it's over! Followed up by career transition to the energy industry, where I'm heading up marketing for energy efficiency and carbon management at

EnerNOC. You can always reach me at rhart@enernoc.com."

Jeffrey Johnsen, MBA, of Monterey, Calif., is an IT consulting business owner, biotech consultant, and grad student, looking toward green solutions from and for the oceans.

Morris Noble, MBA, is working as regional senior investment officer at Northern Trust Co. in San Francisco. He joined the board of trustees of St. Mark's School in San Rafael.

After 15 years in investment banking, **Jacob Sayer, MBA**, shifted careers to join Avago Technologies, a Singapore and San Jose semiconductor company, as vice president of business development and IR. One of the upshots of this is that he, his wife, Mary, and son, Nolan, are all returning to the Bay Area after 10 years in London.

John Schwab, MBA; Kim Fisher, MBA; and Nina Schwab are thrilled to announce the birth of Lila Beth Schwab, born July 9. They write, "Her older sister wanted to name her purple, so we did. Lila means purple in Swedish, German, and Yiddish."

Lars Stenstedt, MBA, and **Tirra Stenstedt, MBA**, are living in Alameda, Calif., with their three children (13), (11), and (8). They write, "We started a family business a couple of years ago, opening a retail store here in Alameda, SMART Phone and Photo. The store is focused on helping families get their digital photos off their computers and into some tangible form with lasting value. We create and print photo books, calendars and such in the store and do a lot of scanning and restoration work. Each of us had worked in entrepreneurial environments before, but having our own retail store takes the cake! Come check us out some time at 2006 Encinal in Alameda (www.smartphonephoto.com)."

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

Adrian Ivanov, MBA, of Alamo, Calif., writes, "I joined an exciting new SaaS company called FinancialForce.com with responsibility for worldwide sales. FinancialForce is the first and only financial accounting solution natively developed on Salesforce.com's platform. I'm enjoying the opportunity to build a great team and solution. In my spare time I

try to help my wife keep up with our three children and all of their activities. Look forward to seeing everyone at our reunion next year."

Helena (Starc) Pechaver, MBA, of Oakland, Calif., writes, "After an exciting venture in the startup world (thanks to all at Haas who helped!), I'm now enjoying leading marketing efforts at EMC for the many developer, partner, and user-group communities which make up the EMC Community Network (<http://community.emc.com>)."

1996

Paulo Penteado, MBA, is joining Huron Consulting as a director in its London office. He writes, "Ana and the boys are well, adapting to life in the UK."



Robert Simpson, MBA 96, receives the Outstanding Faculty Award from Pima College in Tucson, Ariz.

Robert Simpson, MBA, was awarded the Outstanding Faculty Award from Pima College in Tucson, Ariz. Pima is the sixth largest community college in the nation with almost 75,000 students. In part, the award recognizes Robert's online course development in biology.

1997

Renee Gallegos, MBA, and **Johan Smet, MBA**, are keeping very busy but enjoying life in Denver, Colo. Renee made a

big professional change in 2008 and left the world of full-time employment to pursue consulting opportunities in affordable housing development, finance, and project management. They write, "The flexible schedule became more of a necessity to keep up with our kids (Graciela, 9 and Diego, 7) as Johan's role as director of marketing at Trimble Navigation has him traveling around the globe quite frequently. We discovered one upside of the economic slowdown in that it allowed Johan's travel schedule to slow down a little. However, we were still able to manage a one-month stay with the kids in Belgium over the summer, visiting Johan's family and working remotely out of our 'Antwerp Office.' A highlight of our visit was a trip to Glyfada (Athens), Greece, for the beautiful wedding of **Christos Mimikopoulos, MBA 97**, to Tonia Korakis, where we reunited with Johan's former Walnut Street roommates and other MBA 97 Berkeley friends, **Marco and Carola Zambianchi and Matthias and Jin Chyung Keudel**. We all had so much fun that we resolved to have another reunion with kids for New Year 2011. Back home, we decided we weren't quite busy enough and decided to try our hand in the real estate investment market by purchasing a slopeside condominium in Copper Mountain, Colo. Although we're not big skiers, we hope to improve and to also share our home with others seeking a ski-in/ski-out rental in a beautiful Colorado resort village. We hope our Berkeley friends will now have another reason to come and visit us and invite other Berkeley alums considering a Colorado ski vacation to contact us for our special 'Haas rate.' (reneecgallegos@gmail.com or coppercondo210@gmail.com)."



Celebrating at the wedding of Christos Mimikopolous, MBA 97, to Tonia Korakis (l. to r.) are MBA 97 classmates and friends Jin Chyung Keudel, Johan Smet, Renee Gallegos, Tonia Korakis, Christos Mimikopolous, Matthias Keudel, Carola Muis, and Marco Zambianchi

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Mr. and Mrs. David E. Franci, MBA 08, whose photo
 (left) of daughter, Milan,
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Alumni Notes



Manoj Goel, MBA 97

of San Jose, Calif., is founder and board member of the Indian Institute of Technology at the Roorkee Heritage Foundation, an alumni foundation with several programs to promote students to excel in academic, research, and extra-curricular activities. He is also charter member of TiE (www.tie.org), the world's largest entrepreneurship organization with 53 chapters in 12 countries.



Marcelo Quinones and Viviana Weissmann, both MBA 97, with Agustin and Camila

Viviana Weissmann, MBA, and Marcelo Quinones, MBA, welcome the arrival of their second child, Camila Mariana, in April and write, "Agustin (3) is really enjoying and taking seriously being Camila's big brother. Both are lovely and doing great. We live in Buenos Aires, where we found a good balance between our jobs as economic advisors in an ever-surprising emerging economy and our family life."

1998

Victor Adint, MBA, of San Jose, Calif., writes, "It has been an eventful year for the Adint family. Gabriel started first grade, Michael started pre-k, Laura was promoted to director at Xilinx, and Victor left Morgan Stanley Smith Barney to

open a Raymond James branch office in Campbell. We would like to wish everyone a joyous holiday and a wonderful 2010."

Sueli Chiozzotto, MBA, of São Paulo, Brazil, writes, "2009 has been an amazing year. Some big changes came my way. I got married and gained a new family, since Paulo, my husband, has two kids, Mariana (11) and Bruno (8). Having lots of fun! I also went back to consulting, this time as a partner to MGM Partner, a small Brazilian business-consulting firm. At MGM I will focus on sustainability strategy development and implementation, both to companies and foundations interested in gaining competitive advantage and long-term growth. It is a big challenge but I am very excited about the perspectives."

Raj Pai, MBA, of Saratoga Calif., writes, "I have been in the exciting market of big data and analytics software for the last six years and currently run channel sales for a fast-growing Silicon Valley startup, Aster Data. Aster's solution helps companies, including MySpace, LinkedIn, comScore, leading retailers, and financial institutions, with customer intelligence, trending and forecasting, fraud detection, customer personalization and targeting, and click stream analysis. With all of us generating and consuming unprecedented and sometimes unimaginable amounts of data (clicks, blogs, tweets, SMS, call records, and other digital footprints), we are at the dawn of a new information revolution. Outside of work, I enjoy coaching my son's soccer team and playing tennis with my daughter."

Srivats Srinivasan, MBA, of Redmond, Wash., writes, "Wrapping up four years of my startup (www.nayamode.com) and still enjoying the ride! Shameless plug: If you need services in marketing, content or technology, we can help. 2009 was a demanding year, but we managed to find time for fun, and watch our two girls (9) and (5) grow. Would love to reconnect with Haas folks, so if you're in the Seattle area, do email (srivats_s@hotmail.com) so we can catch up."

Mei-Hsia Tan, MBA, and **Ray Lin, MBA/MA '93**, recently moved to Palo Alto, Calif., and welcomed their second daughter, Lilah, to their family in November. Big sister Anya (5)

was thrilled to meet Coach Mike Montgomery earlier this year.



Mei-Hsia Tan, MBA 98, and daughter Anya meet Cal basketball coach Mike Montgomery

1999

Seth Brenzel, MBA, of San Francisco, writes, "I enjoyed seeing many friends at our reunion in April. Currently, I'm working as executive director of The Walden School, a summer music festival, school, and camp. I spend ten months in San Francisco and two months in New Hampshire, where the program is located. Other than that, Malcolm and I continue to sing with the SF Symphony Chorus and run into bunches of Haas folk here in Bernal Heights."

Gleb Budman, MBA, writes, "Backblaze, our online backup company, is continuing to grow and gained a lot of attention recently, written up by 100 news sites in a dozen countries, for open sourcing our cloud storage hardware. This summer I proposed to my girlfriend, Katia Bloom, and am excited to say we will be getting married in March. I have enjoyed visiting Haas to hear both Vinod Khosla and Tom Campbell speak. Thank you, Dean Lyons!"

Bryon Crowder, MBA, of Yarmouth, Maine, writes, "Testing is near completion on the Life Is Fluid Flasq, and we hope to launch our Maine-made, recyclable point-of-use filtration product 'Filter on The Fly' in early January. LIF Brands will be setting up a foundation and will be donating Flasqs for potential third-world uses for every ratio to be determined sold. Life Is Fluid — Drink It Up! If you have interest in hearing more, please contact me."

Marco Nicosia, MBA, of Milan, Italy, writes, "Paola and I got married in Lucca, Italy, on Oct. 24. We are departing for our honeymoon in mid-December, a cruise around South America from Valparaiso, Chile, to Buenos Aires, Argentina."

Tanya (Shaw) Steinhofner, MBA, writes, "2009 has been an active year for me professionally. Earlier this year, I launched my own financial planning firm focused on women and families with young children. Business has been brisk from the beginning, reducing some of the startup anxieties. A core value of the business is environmental and social sustainability, so we made the effort to get the business certified as a Marin/Bay Area Green Business and plan to produce a sustainability report in first quarter 2010 using the Global Reporting Initiative framework. My husband, Eric, has been the guiding light of this effort, given his passion in this area. On the family front, I'm enjoying having more flexibility in my life to spend more time with our rapidly growing children, Brendan, (3) and Ashlyn (16 months). We love living in Mill Valley, conveniently close to my son's preschool, the freeway, stores, bike path, not to mention the gorgeous trails of Mt. Tam."

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

2001

Jennifer Barron, MBA, writes, "On Oct. 3, I married Michael Malione at the Mira Vista Golf & Country Club in El Cerrito, Calif. Several Haas alumni were in attendance, including **Ann Marie Macdonald**, **Amber Yusuf**, **Steve Rowley**, **Scott** and **Brisen Brady**, and **Liz Maw**. We spent our honeymoon traveling around Italy. The exchange rate was painful, but it was a wonderful trip!"



Jennifer Barron, MBA 01, and Michael Malione at their wedding in El Cerrito, Calif.

Kelly Davis, MBA, writes, "This year has been quite the year for change! I moved to Dubai in January to help Deutsche Bank expand its asset management business in the Middle East and North Africa. I also got married in June and have been enjoying exploring the region together with my husband."

Jason Gore, MBA, writes, "I moved to Boulder, Colo., and now raise money for startups and small companies using PPMs and direct public offerings. My new company is Bissonnette Funding Solutions (www.bissonnetefunding.com). I'm having a lot of fun!"



Jayne Kim, MBA 01, and son, Max

Jayne Kim, MBA, of Berkeley, Calif., writes, "Since 2008, I have been working as the CMO for GE Commercial Finance Korea. My son, Max (3½) is my biggest pride and joy. We are planning for a second child next year — crossing my fingers for a girl this time!"

Praveen (Prabhakaran) Kumar, MBA, of Cupertino, Calif., writes, "Packet Island, the company I founded in 2004, was recently acquired by BroadSoft Inc. The past five years have been a lot of hard work, but the learning experience has been fantastic. For all you budding entrepreneurs, make the leap! But remember that success in the startup world is about lots of hard work and, most importantly perseverance."

2002

Uri Man, MBA, is developing an entertainment and theater district in Sunrise, Fla., called Oz while working as VP of development at Sunrise Sports & Entertainment, the ownership group of the Florida Panthers



Uri Man, MBA 02

NHL Hockey Team and BankAtlantic Center concert arena. Uri was recently awarded the Young Leader of the Year Award in 2007 by the Urban Land Institute for being the top real estate developer under the age of 35 in Florida and the Caribbean. Uri is a regular guest on several national TV news shows including America's News Headquarters, Studio B with Shepard Smith, Money for Breakfast, and Happy Hour. In 2009, Uri starred in an episode of Bravo's hit reality TV show Millionaire Matchmaker.

Kathryn (Moore) Song, MBA, of Mill Valley, Calif., writes, "After five years in investment banking and starting my own family, I have spent the last year helping expectant parents and parents with young children take control of their finances and live their dreams through holistic financial planning at VitaVie Financial Planning. My action oriented approach enables families to let go of financial anxiety and make changes today that will directly shape their future. Being an entrepreneur has given me the freedom and time to start the Marin chapter of Womenade, a Washington, D.C.-based nonprofit organization that serves women and low-income families in Marin, and to serve on other boards."

2003

Chris Baker, MBA, writes, "Tara, the kids, and I just completed our first anniversary based in Perth, Australia. We are making the most of our time here by exploring bits of the region when work and our young family permit. We miss our strong network of Haas friends in the Bay Area a lot and would love to hear from anyone who happens to be headed out here. Last year **Francesco Carantani, MBA**, and **Cristina Higgins, MBA**, made it through town for New Year's."

Hitoshi (Toshi) Koide, MBA, of Tokyo, Japan, writes, "I recently quit Boston Consulting Group and moved to a venture company called eBook Initiative Japan, which digitalizes books and comics and sells them over the Internet. We boast of holding about 30,000 digitalized comics, which means the largest in the industry. I joined there as executive vice president and COO, managing all operations including rights negotiation, Web marketing, and sales alliance. Although only Japanese books and comics are available currently, we contemplate introducing Chinese and English translations in the near future. My work-life balance has dramatically improved. My wife, Hiromi, and son, Kaito, are very happy with it. If you like to read Japanese books and comics online, please visit our website, <http://www.ebookjapan.jp/ebj/>."

Yaman Kocasinan, MBA, writes, "After rigorously educating myself in the field for the last two years, I have started working as a personal development consultant, namely in the area of psychotherapy using NLP, EFT, as well as breathing techniques and holotropic breathworks and applying holotropic

healing methods. I am also writing a book in the field of spiritual and personal development. I plan to finish my book in two years. In a few months, I plan to open my own personal development center in Istanbul. Whenever I can, I make time to paint as well, but oil painting has taken the back seat for the last several months. Yet colors are still my passion. Best wishes to my classmates from MBA 2000 and MBA 2003. Please e-mail me at yaman.kocasinan@gmail.com if you ever come to Istanbul."



Sam Shakir, MBA 03

Sam Shakir, MBA, of Washington, DC, was appointed president and CEO of a newly formed subsidiary to build a \$3 billion uranium enrichment facility in the US.

2004

Steffany (Yee) Lee, MBA, and Zachary Lee welcomed their little boy, Parker Lee, on October 8, 2009. They have also finally bought a house in San Mateo and are looking forward to connecting with peninsula Haas alumni.



Steffany (Yee) Lee, MBA 04, Zachary Lee, and new son Parker

Alisa Li, MBA, writes, "I moved from San Francisco to Washington, DC, to launch a litigation consulting firm with my business partner, Nessim Mezrahi, in July. Monunomics provides financial and economic analysis, consulting and research services, and expert witness testimony and advisory to law firms. We perform damages, market efficiency, materiality, and loss causation analyses based on empirical research. It would be great to catch up with classmates living in or visiting the D.C. metro area."

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

2006

Monica (Galvan) Aguilo, MBA, was married to Rafael Aguilo. They are living and working in San Diego, Calif. Monica has

been consulting for Nestle on product innovation for the Hispanic market. Rafael is an entrepreneur who has started a racquetball company, Gearbox Racquetball.

Megan Kell, MBA, and **David Ingraham, MBA**, were married on St. Barth's Nov. 14. They celebrated on the island with a number of their Haas friends, and they hope fellow classmates will be in touch if they find themselves in Boston anytime soon.

Marcy Lynn, MBA, of San Francisco, writes, "I'm still working at Sun Microsystems as director of corporate sustainability and responsibility, and I'm still running (I did my ninth marathon in December 2008). But the big news this year is that I married Dave Hershenson in Carmel, Calif., Oct. 25. Lots of Haas MBAs joined our celebration. **April Underwood, MBA 07**, **Laura Ayala** and **Jack Kloster, Roy** and **Ayako (Tanaka) Schaham**, **Moh Palizi**, **Jenna Feldman**, **Arielle Rittvo** and **Shane Kinder**, **Jen (Smith) Parlatore**, **Eric Potts**, **Christine Chun**, **Kristin Richmond** (all MBA '06), **Brent Daniel**, **MBA 96**, and **Bonnie (Elgamil)** and **Michael Sherman (MBA 03)** all celebrated with us. It was a fantastic weekend, and the Haas crowd represented well at the karaoke rehearsal dinner and on the dance floor at the reception!"

2007

Jeff McNeill, MBA, of Fremont, Calif., writes, "I'm training with Team in Training to raise money for the Leukemia and Lymphoma Society and to prepare for the Lavaman Olympic distance triathlon in Kona, Hawaii, in March. Visit Lavaman2010.com to learn about what I'm doing and help support this great cause!"

Neeraj Pendse, MBA, of Palo Alto, Calif., and his wife, Deepa, welcomed their first son, Arnav, to the family in November.

Carlos Penzini, MBA, writes, "After two incredible years, I made the difficult decision to leave BCG. I have joined Viacom as director of strategy and business development for Latin America, based in Miami Beach, Fla. Sadly we left the Bay Area, but at least everyone in the family is happy as we moved to a small island off Miami called Key Biscayne, and now the kids are enjoying the beach life."

Alumni Notes

2008

Moushumi Ganguly, MBA, of San Jose, Calif., writes, "Survived and still smiling! I am a proud mommy of two children, Arul and Arshia. Both of them are Haas kids. I started my MBA way back in 2002 with a crave and a craze. Thanks to my hubby for pushing me through the limit. I have worked full-time all throughout my Haas journey and managed a decent life. I am an IIT Kharagpur graduate married to yet another IIT KGP communication guru who is now at Cisco Systems. My journey at Haas has been memorable, and I still cherish those days when I came home after a full Saturday to catch up with family. There's no way I can pay my debt to my family for taking care of me and my little ones while I was either driving up to Haas or catching a South Bay bus and rushing from work. I was with Synopsys Inc. working as a technical marketing manager when I started my MBA, and I finally

president of Guide Services, which provides and repairs wireless applications and devices for customers.



Uyen Nguyen, MBA 08, with husband Don Khamapirad

Mahesh Rajasekharan, MBA, of Santa Clara, Calif., is COO of SumTotal Systems, a leading provider of Talent Development Solutions, and a portfolio company of Vista Equity Partners. He oversees all aspects of the company's global operations. Prior to joining SumTotal, he served as vice president and general manager of the High Tech Industry Sector at i2. He was responsible for the P&L across software solutions and services, which included managing customer relationships, leading the definition and requirements for i2's high-tech solution footprint, and ensuring successful implementations. Mahesh also held a number of other positions with i2 over the past 12 years, including executive leadership positions in sales and consulting. Mahesh obtained a PhD in industrial engineering with a specialization in manufacturing systems from Texas A&M University. He also holds an MS in industrial engineering from Texas Tech University and a bachelor's degree in mechanical engineering from Anna University, India. He has numerous magazine and journal publications, and he speaks frequently at global industry conferences.

Elizabeth Singleton, MBA, writes, "I have relocated to Washington, D.C., still with The Dow Chemical Co., where I am managing government business development efforts for the company. My work is focused on developing Dow business areas that are in line with the administration's objectives, including energy efficiency, advanced energy storage, alternative

energy, and infrastructure improvements. Our strategic government engagement ranges from policy and legislative issues to direct sales to government agencies."

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

Ignacio Contreras, MBA, of San Diego, Calif., is working in new business development for Qualcomm, with a focus on smart grid and electric transportation.

Luke Filose, MBA, and **Lissa Wilson, MBA**, were married in September at Fort Mason in San Francisco. Lissa joined Boston Consulting Group's San Francisco office, and Luke is working for Fenix International, a startup working on human-powered electricity generation for developing countries.



Luke Filose and Lissa Wilson, both MBA 09, at their wedding in San Francisco

Omar Garriott, MBA, works at Adobe in San Francisco as a marketing manager focused on the education vertical, and plans to get married next May in his old stomping grounds of Washington, DC.



John Pettus, MBA 09, in Iraq, on his second tour as an Army Reserve officer

John Pettus, MBA, writes, "I am at Camp Victory, Iraq, for my second tour as an Army Reserve officer. I'm serving as a civil information analysis team leader at the Civil Affairs Brigade overseeing all US civil-military operations in the country. Meanwhile, my recently

founded investment firm, The BearFund, is making progress stateside on a number of attractive buyout opportunities of small California businesses, and introducing a number of Haas MBAs to private equity as associates."

Alex Thatcher, MBA, of San Jose, Calif., writes, "Six months after graduating I founded the Environmental Institute of America. EIA is a rapidly growing sustainability education business that gives professionals at all levels the knowledge, skills, and accreditations required to seize opportunities resulting from changing environmental policies, incentives, and technologies. EIA is already offering classes throughout California and will expand nationwide through 2010. The experience of moving from a Fortune 10 company to a small startup has been as exhilarating as it is exhausting. Fellow alumni, such as **John Boyle** and **Ron Berthiaume**, are also pursuing projects in sustainability and have provided valuable contacts, advice, and support. I welcome the opportunity to pay forward their generosity to fellow alumni and younger classes by sharing my newly learned best practices as well as my hard learned mistakes."

Pedro Vasconcellos, MBA, writes, "I'm moving to the second station in my rotational program at Bertelsmann AG, the largest European media conglomerate. In my first station I worked in the corporate development team advising the CEO in new business opportunities. Now I'm going to their TV production unit, Fremantle Media in London, to work in the strategy team."

PhD

1984 Thomas Wright, PhD, was named a Fellow of the American Psychological Association. He is also a Fellow of the Society for Industrial and Organizational Psychology and the Association for Psychological Science. He is the first Haas graduate to achieve Fellow status in each of these three prestigious professional organizations, an honor attained by less than 100 individuals worldwide. He lives with his wife, Kay, and family in Manhattan, Kan., where he is the Jon Wefald Leadership Chair at Kansas State University.

2002

Bruce Heiman, PhD, of Palo Alto, Calif., writes, "I received tenure at San Francisco State University last spring. I am now an associate professor in international business, specialized in international aspects of innovation and creativity. I love my job and have a passion for my research (based on Williamson's work — Congratulations again, Oliver, for winning the Nobel!) as well as teaching. I'm on several boards, including a wine-industry startup, two nonprofits, and a sustainability startup, Urban Composting Solutions."

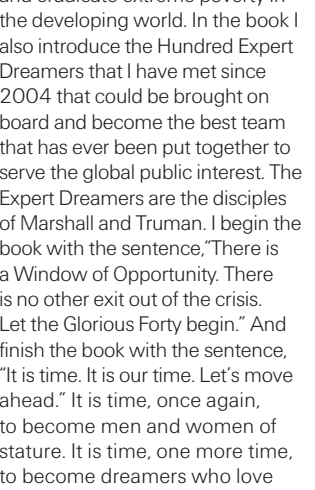
2007

Sheng Xu, PhD, attends ASSA in San Francisco.

MFE

2005

Jaime Pozuelo-Monfort, MFE, writes, "After graduating from Haas, I have pursued graduate studies at the London School of Economics, Columbia University, and Georgetown University, aiming at earning a multidisciplinary education. For the past two years I have been working on my forthcoming book *The Monfort Plan*, which presents the new architecture of capitalism (Wiley Finance, April 2010). *The Monfort Plan* proposes a forward-looking plan to redefine capitalism and eradicate extreme poverty in the developing world. In the book I also introduce the Hundred Expert Dreamers that I have met since 2004 that could be brought on board and become the best team that has ever been put together to serve the global public interest. The Expert Dreamers are the disciples of Marshall and Truman. I begin the book with the sentence, "There is a Window of Opportunity. There is no other exit out of the crisis. Let the Glorious Forty begin." And finish the book with the sentence, "It is time. It is our time. Let's move ahead." It is time, once again, to become men and women of stature. It is time, one more time, to become dreamers who love



and lovers who dream. We must start the Journey of our Lifetime that will take us to Decemland, to the World of 2050, a World like no other, the World of Cornucopia and Utopia. For more information see <http://themonfortplan.com>.

BCEMBA

2003

Christopher Phenner, BCEMBA, writes, "My wife, Erika, and I just concluded five years in the West Village by moving to the Upper West Side, in anticipation of our first child in January. I had a blast at the Berkeley-Columbia Gala in September, and continue to arrange New York-based supper clubs for those in media, tech, and entrepreneurship sectors. Anyone in New York can shoot a note to chris@phenner.org, and I'll add you to the updates."

2008

Tracy Gray-Barkan, BCEMBA, writes, "I am a special advisor in Mayor Antonio Villaraigosa's office, raising investment capital for affordable housing from corporations, utilities, banks, and private equity via tax credits and other financial vehicles. Many in corporate America do not realize there are tax credits for affordable housing and that the current after-tax return is 10 percent with very low risk (0.07 percent default rate). This is a triple bottom line investment because all affordable housing in Los Angeles is built to a green standard."

Executive Education and Visiting Scholars

2001

Yuichi Matsushita, Exec Dev, of Chiba, Japan, writes, "I'm still working for DuPont-Toray."

2008

Hanmin Liu, visiting scholar, of Guangzhou, China, writes, "I am teaching in Jinan University as a professor both in business and economics. I greatly appreciate Professor Williamson's kind sponsorship and Haas' nice environment. I would do anything for Haas and Berkeley!"

Obituaries

William Halford Jr., BS 52

William Halford Jr., BS 52, a dedicated Cal supporter, passed away Oct. 23 after a short battle with lymphoma. He was 78. Halford, a resident of Atherton and Palm Springs, established the William Halford Jr. Family Chair in Marketing at the Haas School in 1999, which is currently held by Professor Teck-Hua Ho. Halford was an annual donor to the Cal Athletic Department and the Lawrence Hall of Science for more than 20 years, and served on the board of the Lawrence Hall of Science in the 1980s.

Halford also co-chaired Cal's Capital Campaign Committee and was given the UC Berkeley Foundation Citation in 1998 in recognition for the time that he spent and the money that his commitment raised. Thanks to his contributions to Cal, Halford also was named as a member of the Robert Sproul Associates and his family's name was included on the Builders of Berkeley Wall next to Doe Library.

Halford, who was born in San Francisco, served in the army stateside during the Korean War. His career in the investment business spanned a quarter century, culminating in managing the Palo Alto office of Kidder Peabody.

Halford's volunteer work included serving as president of the board of directors of Castilleja School, president of the board of directors of the Children's Health Council, board member of the Palo Alto Medical Foundation, and president of Smoke Tree Ranch.

Halford is survived by his wife, Jean; four daughters and two stepchildren; four grandchildren; and four step-grandsons. Donations in Halford's name may be made to Castilleja School, the Children's Health Council, or the Palo Alto Medical Foundation.

In Memoriam

Richard Vollbrecht, BS 50
Kenneth Bone, BS 50
Robert Kreidt, BS 50
Grover Low, BS 50
Hubbard Howe, BS 50
John Macauley, BS 51
J. Robinson, BS 51, MBA 52
Richard Pearl, BS 51
William Halford, BS 52
Nathan Zipkin, BS 52
David Leighton, BS 56
George Hafner, BS 57
Elaine D. Wong, BS 58
John Russell, BS 64
Scott J. Scott, BS 68
Richard Denmark, MBA 73
Katherine Kuhrau, BA 81 (Psych), MBA 87

Elvin Fowler, BS 31
Annie Henry, BS 31
Richard Mansell, BS 32
William Provines, BS 32
Claire Witzel, BS 35
Leon Carrillo, BS 39
Albert Agron, BS 40
Loren Furtado, BS 40
Joe Gibson, BS 40
Stuart Smith, BS 41
Robert Griesche, BS 43
Barbara Erickson, BS 44
Harold Berg, BS 47
Tony Bernabich, BS 47
Merlyn Counsell, BS 49
Charles Davis, BS 50

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From Haas to the Hindu Kush

MBA alumnus serves in Afghanistan seven months after graduation



Andrew Exnicios, MBA 07, goes over some figures with the Afghan National Police.

By Andrew Exnicios, MBA 07

On July 7, 2007, less than two months after my class graduated from the Full-time MBA Program at Haas, most of my classmates were on the verge of starting jobs in marketing, finance, and consulting. The economy was booming, signing bonuses were high, and the class of 2007 was taking a well-deserved break before hitting the job market in earnest. Meanwhile, 3,000 miles from Berkeley, I was already a world away as I reported for duty at Fort Bragg, North Carolina.

Though I had served in the Army prior to Haas, I never expected to find myself back in the military. But several months before graduation I received notice that the Army had further need of my services, and as a soldier I had to honor the commitment I had made to serve when called. So, after graduating in May and getting married in June, it was my time to return to my former life as an Army captain.

This time, though, things were different. Two years of general management education at Haas had equipped me with skill sets that most Army officers lack. Experiences working with classmates at Haas and as an MBA intern with Amazon.com in Seattle had shifted the way I thought about problem-solving. I would soon find out how useful those new skill sets would be in the developing world.

After six months of training at Fort Bragg I boarded a plane bound for Bagram Airfield, the primary US base in Afghanistan. Nestled in the foothills of the Hindu Kush mountain range, my home for the next 11 months was about 40 miles north of Afghanistan's sprawling capital city of Kabul. I arrived on Christmas Eve.

Between December 2007 and October 2008 I had the honor to serve the citizens of Afghanistan as a civil military operations officer. I was a development adviser who helped devise and implement the US government's development strategy for four provinces in central Afghanistan. My focus was on the transportation, energy, and education sectors, as our team tried to find ways to help Afghan leaders deliver basic services to their citizens. School construction was often at the very top of Afghan leaders' to-do lists.



Andrew Exnicios, MBA 07, in his office in Afghanistan.

Building schools is one of the most visible, strategically important priorities for development workers in Afghanistan, and new school houses are highly sought after in Afghan communities. Beyond the educational benefits, the actual buildings often become symbols of progress and hope, and sources of great pride for Afghans. On the other hand, schools also provide excellent targets for anti-government groups. An under-resourced school or a poorly maintained facility can just as easily become a symbol of an ineffective Afghan government and an out-of-touch international development team.

In my role, I worked with senior military commanders to advise Afghan leaders at the local and national level to determine where to build schools, how they would be resourced, and what the strategic impacts would be to the affected population centers. It was a great first post-MBA job, and I liked to think of myself doing an 11-month IBD project (the Haas School's International Business Development Program) but with body armor and firearms — because no matter how civilized our mission was or seemed, the realities of being an American soldier in a war zone were always with me. I carried at least one, and often two, loaded weapons at all times. I traveled off of the US-run forward operating base about once a week on heavily armed ground or air convoys. I was lucky, and never came in harm's way. Many of my friends and colleagues did.

It's hard for me to believe, but I have been home now for over a year. Catching up with my friends from the classes of 2007 and 2008, I'm often asked what I think about the situation in Afghanistan now — should America stay, go, draw down, ramp up? I certainly have my opinions, and I'm happy to talk South Asia policy with anyone who is interested.

But I think my best answer is simply to say that it was an honor to serve the people of Afghanistan. It was humbling to work each day with Afghans striving to build their country, and I have great admiration for the international team of volunteer service people, thousands of miles from their homes, working just as hard as the Afghans. The challenges Afghans face are very real, and without short-term solutions. Regardless of how long America's military engagement in Afghanistan lasts, my thoughts and prayers are with the Afghan people and their struggle to move past generations of struggle and pain.

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Filip Nowak '08



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