

CalBusiness

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



Outside the Classroom

Berkeley-Haas Expands Experiential Learning To Build Innovative Leaders

- Eye-Opening Overseas Consulting
- Haas@Work and Corporate Innovation
- Transforming the Telegraph Corridor



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CalBusiness Contents

Summer 2011

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



Hind Chemsj, Zeynep Boga, and Andrea Leewong, all MBA 12, in Saudi Arabia.

8

Features

On the Cover:

8 Outside the Classroom
Haas expands experiential learning to build innovative leaders. We highlight three classes.

4 Sustainability Partners
Dow helps students and faculty see the fruits of their labors.

5 The 10-Year Plan
Graduating seniors share their future dreams and goals.

14 Your Haas Network
Profiles of Three Haas School Alumni
Hoby Darling, BCEMBA 08, Volcom
Raudline Etienne, MBA 94,
New York Retirement Fund
Doug Wiele, BS 76, Foothill Partners

16 Your Haas Network in Asia
Profiles of Three Haas School Alumni in Asia
Rafael Gil-Tienda, MBA 77,
Marsh & McLennan
Rong Lu, MBA 93, Bank of China
Egan Lau, BS 97, MBA 04, Tencent Technology



Departments

2 In Brief
Thought Leaders
Share Innovation
Insights in Shanghai
Global Social Venture
Competition Breaks Records

6 Power of Ideas
Network Neutrality
Workplace Revenge
Housing Market Predictions

18 The Campaign for Haas
Q&A with
Dato' Sri Dr. Tahir,
Mayapada Group
New Williamson Chair and
PhD Fellowship Created

20 Haas Worldwide Events
Water Thinking
By **Rajesh Shah, MBA 97**

22 Alumni Notes

24 Alumni Accolades

26 Alumni Bookshelf

32 Personal View
The Whistleblower's Dilemma
By **Gordon Massie, MBA 77**



6

**Network Neutrality
and Life in the Fast Lane**

ON THE COVER:

Brandon Yahn, MBA 12, at a shrimp farm in Cambodia.
PHOTO BY PETER LEMIEUX, MBA 01

Senior Editor
Richard Kurovsky

Editor
Ute S. Frey

Managing Editor
Ronna Kelly, BS 92

Staff Writers
Valerie Gilbert
Pamela Tom

Contributing Writers
Laurie Burkitt, Laura Counts,
Mike Elkin, Jeanne Howard,
David McKay Wilson, Lyssa Rome

Design
Cuttriss & Hambleton, Berkeley

Printer
Creel Printing

Photography
Jim Block, Bruce Cook,
Sanjit Das, Toni Gauthier,
Billy Hustace, Joe Larese,
Peter Lemieux, David Schmitz

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In Brief

News from the Haas School

Haas Thought Leaders Share Innovation Insights in Shanghai

Shanghai, the most populous city in China, provided a vibrant backdrop as some of the Haas School's top thinkers from North America, Europe, and Asia shared insights about innovation March 22 at the Berkeley Asia Business Conference.

Organized by Haas Professor Teck Ho, the conference featured keynote speeches from the Haas School's Nobel Laureate Oliver Williamson; alumnus Joe Jimenez, MBA 84, CEO of Novartis; Professor Michael Katz; and Dean Rich Lyons.

Jimenez set the stage for his talk with a video about deaths from diarrhea, obesity, malaria, and other easily

treatable or preventable diseases. He talked about how reducing these deaths requires Novartis to innovate in ways that go beyond developing pharmaceuticals.

In remote places like rural Africa, Novartis taps widely used cellphone technology to ensure patients can get medicine when they journey to the clinic. Using SMS technology, Novartis was able to reduce out-of-stock incidents from 25 percent to 1 percent in a few months. Novartis also distributes anti-malaria drugs for free in Africa—one example of the company's social responsibility effort.

Meanwhile, Dean Lyons cited growing health care costs as one of many "unsustainabilities" that require the skills of a new type of leader. Lyons said schools and organizations need to develop leaders who can bend the unsustainable paths facing our and our children's generations in areas such as health care, education, energy, and clean water.

Lyons pointed to culture as key to developing path-bending leaders. He closed the conference with a question for the 300 alumni and friends in the audience: "What culture would you create if you wanted to produce path-bending leaders?" **CB**

Teams Excel in Real Estate, Health Care

MBA students ended the spring semester on a high note, besting other top business schools in health care and real estate competitions.

A team of Haas students in the joint business-public health degree program won the inaugural Health Services Case Competition at Kellogg April 30 after standing out for considering client culture. Students were charged with creating a growth strategy for DaVita Rx, a full-service pharmacy for kidney patients.

Tapping the Haas network, the team learned about DaVita culture from a student who worked for the firm to determine which strategies would work best for the company.

In real estate, another Haas team buried Stanford in the annual NAIOP Real Estate Challenge May 4, taking both first place and the audience-choice award. It was the fourth victory in a row for Berkeley-Haas. The challenge: Present a multi-use development plan for three sites in Livermore, Calif. The Haas team talked with more than 100 experts, from the city's mayor to hoteliers to attorneys, to develop its 200+ page proposal. **CB**



Prof. John Morgan: From Research Chops To Photo Opps

In June, Prof. John Morgan and alumnus Richard Wang, PhD 10, won the Accenture Award from the Haas School's journal, *California Management Review*, for their article "Tournaments for Ideas." The article showed firms how to organize tournaments to generate innovative ideas. Outside of Haas, Morgan nurtures his own creativity through photography. Morgan captured this vortex heading into Sedona in Arizona. View other Morgan photos at flickr.com/aidanmorgan. Read Morgan and Wang's article at cmr.berkeley.edu/accenture_award.html.

Seinfeld Meets Supply Chain

Associate Professor Terry Taylor has a secret weapon in his quest to interest students in supply chain management: Jerry Seinfeld.

Taylor, who teaches Operations and studies supply chain management, was recently named among the world's 40 best business school professors under 40 by the MBA website Poets & Quants. Before he came to Haas in 2007, MBA students called Operations their least relevant course. With Taylor, it shot up to most relevant.

"Professor Taylor doesn't just teach Operational Leadership, he personifies it," **Bernie Murphy, MBA 11**, told Poets & Quants. Taylor gives students countless examples of what he means by mitigating the "pain of variability,"



Terry Taylor was named among the world's 40 best business professors under 40 by website Poets & Quants.

from color-coded handouts to pre-designed white-board diagrams. He has a fun side, too, using a mix of teaching techniques, including case discussions, in-class simulations, and yes, a few Seinfeld clips.

Take Seinfeld's "Soup Nazi" episode. It's an extreme example of a service organization (a soup-stand vendor) addressing variability by forcing customers to act a certain way, Taylor says. He teaches students a more moderate approach: Identify the sources of variability you face; eliminate the variability you can; and find intelligent ways to accommodate the rest. **CB**

Undergrads Spread A Little Sunshine

Undergraduates put democracy into action this spring when they gave local nonprofits \$12,000 as part of their Strategic Philanthropy course.

For the second year, students in the course were charged with selecting a local nonprofit to receive a \$10,000 donation from Doris Buffett, Berkshire Hathaway CEO Warren Buffett's sister and founder of The Sunshine Lady Foundation, which invests in programs that help the working poor and families in crisis.

Dividing into teams, students identified and evaluated six nonprofits that they thought would be most deserving of the \$10,000. The teams then gave presentations on each nonprofit to their classmates—and Buffett via videoconference—before the class chose a winner.

This year, though, all six nonprofits were winners, thanks in part to alumnus **Ted Kuh, BS 82**. After sitting in on a class, Kuh was so impressed with the students and the course that he donated an additional \$2,000. That extra gift prompted the students to give all six nonprofits a

piece of the pie. The two favorites split \$10,000: First Graduate, which supports students who will be their family's first college graduates, and Operation Access, which provides free surgery to low-income people. And the students split Kuh's \$2,000 among the four other finalists.

Nora Silver, director of the Center for Nonprofit and Public Leadership, taught the course, which was designed by students in 2009 and won a UC Berkeley award for curriculum innovation.

To contribute to the class, contact Silver or Kuh at silver@haas.berkeley.edu. **CB**



The Social (Entrepreneur) Network

The 12th annual Global Social Venture Competition, founded by Berkeley MBA students, expanded again this year to draw a record number of teams. Here's a look at the vast network of socially minded entrepreneurs that the student-run competition has helped foster.

845 entrants from **296** universities in **31** countries

377 mentors worldwide

388 Semifinal and final judges

463 entrants from China

3,000+ teams participating since inception

1 Winner: NextDrop, a mobile platform to help residents in India avoid wasting hours waiting for water to arrive by truck or communal tap. The team includes UC Berkeley graduate students and a Stanford MBA student.

21 Berkeley MBA student organizers

\$500,000+ in prize money awarded since inception

112 student organizers at **10** university partners worldwide

15 finalists competed for **\$45,000** in prize money

Visit gsvc.org to learn more.

Haas in the Blogosphere



Haas in the World How Haas is leading through innovation around the world.
haasintheworld.blogspot.com



Haas Achieves A chronicle of Berkeley MBA achievements.
haasachieves.blogspot.com



Check out all of the Haas School's blogs at
haas.berkeley.edu/news/blogs.html.

Students Raise Funds for Japan

About one week before their spring break trek to Japan, Berkeley MBA students canceled their trip and sprang into action to begin fundraising for the earthquake- and tsunami-ravaged country. First, students created a Web portal to facilitate donations to aid groups. Then they helped organize several fundraising events, including a bake sale,

sake tasting, and silent auction with the University Village Japan Club, altogether raising more than \$4,000 for the Japanese Red Cross Society. Meanwhile, after sending an email to alumni in Japan, Dean Rich Lyons received notes detailing some harrowing experiences but no reports of casualties in the Haas community. Fortunately, the Haas students from Japan also reported their family members overseas were safe. **CB**

Sustainability Partners

Dow Helps Students, Faculty See Fruits of Their Labors



Jamie Kong, Galina Vlaeva, Genevieve Wang, and Sarah Friedman, all MBA 12, won a \$10,000 Dow grant to develop a mobile application to promote sustainable, healthy habits, including a nourishing diet. Their venture is among more than 40 student and faculty projects to benefit from UC Berkeley's partnership with the Dow Chemical Co. Foundation.

in Dow's sustainability strategy by taking jobs with the company, a large global supplier of products for almost all business segments, from solar power to water purification to electronics. Kimberly Petska, MBA 11, landed a position at Dow as a global strategic business manager, working with a direct report in China and a team in Brazil. Her job will involve finding and providing technology solutions for large electronics and consumer companies.

"It's an exciting time because Dow is at an inflection point," says Petska, suggesting that Dow has transitioned from a commodities company to a firm known for developing technology solutions.

Tony Kingsbury is the face of Dow at Berkeley-Haas. Kingsbury, the Dow executive-in-residence in Haas' Center for Responsible Business, teaches courses on sustainability metrics while administering the Sustainable Products and Solutions Program. This spring, Sara Beckman, co-chair of the Haas School's Fisher

Center for Management & Technology, and Visiting Scholar Omar Romero-Hernandez were on teams that won SPS grants for supply chain research.

Meanwhile, the BetterUp team won the Dow Challenge at Berkeley, one of seven universities worldwide to host a Dow competition. In October, Berkeley will host an event for the seven schools' winning teams.

And how exactly does BetterUp relate to sustainability?

"At the core, it's not sustainable for people to be consuming so much. It is contributing to high cholesterol and high blood pressure, which leads to more heart attacks," explains Wang. "These unsustainable health habits are leading to serious health issues. We're helping people build long-term, sustainable, healthy habits." **CB**

For Genevieve Wang, MBA 12, a job as a Jamba Juice marketing manager before business school, the social gaming craze, and Dow Chemical Co. have blended together into a powerful recipe for social entrepreneurship.

Wang and MBA 2012 classmates Sarah Friedman, Jamie Kong, and Galina Vlaeva won a \$10,000 sustainability grant from the Dow Chemical Co. Foundation in April. This summer, Wang, Friedman, and Kong will develop a website and mobile application, called BetterUp, for users to challenge friends and colleagues to engage in healthy behavior and earn rewards.

"We are going to get that really exciting experience of starting a company, where we're assigning roles and responsibilities, creating an operating plan, establishing goals, and managing our budget," says Wang, who pitched the idea in her Entrepreneurship class.

BetterUp is the latest of more than 40 student and faculty projects to benefit from UC Berkeley's partnership with the Dow Chemical Co. Foundation. In 2007, Haas and the College of Chemistry developed the Sustainable Products and Solutions (SPS) Program with a five-year, multimillion-dollar commitment from

the foundation. In 2010, Kimberly-Clark and Waste Management Inc. extended the program.

The draw for Dow was Berkeley's top business and chemistry schools and multidisciplinary approach to education, says Dave Kepler, chief sustainability officer at Dow and a Cal alum. Since earning his chemical engineering degree in 1975, Kepler has worked his way up at Dow into his current role, which also includes chief sustainability officer and executive vice president, business services.

"Dow is committed to developing our products with a focus beyond just performance or profit—to also create a positive outcome for society and the environment," says Kepler. "We feel investment in curriculum and research that address product capabilities and societal impacts at the same time can make a difference in how our world will prosper in the future."

Haas graduates also are playing a role



Dow Executive-in-Residence Tony Kingsbury and Kimberly Petska, MBA 11, met Dow Chief Sustainability Officer Dave Kepler, BS 75 (Chem.), during his visit to campus. Petska will begin working for Dow Aug. 1.

the 10-year plan

We asked Haas graduating seniors to share their dreams and goals. Read their answers below or listen to them at haas.berkeley.edu/seniors2011. (Their immediate job plans follow their names.)

Photos by Toni Gauthier/Interviews by Lyssa Rome



Tiffany Barillas, Goldman Sachs, NY

Where I see myself ten years from now is done with my graduate degree, putting together programs that would bring musical resources to low-income neighborhoods. Growing up I always wanted to play an instrument but my parents couldn't afford to pay for lessons.



Christopher Hammond, Berkeley Law School

I've always wanted to run for office, so the combination of law and business made a lot of sense. One of the reasons that I've always wanted to go into politics is that I think it's where you can impact people's lives.



Yuliya Sas, PricewaterhouseCoopers, San Francisco

I really wanted to try myself in the financial services industry in the U.S. Being from Belarus, I don't take a lot of things for granted. You go home and see the opportunities people have and compare it to yourself and you feel like it's a dream.



Trey Williamson, Video Game Industry, Berkeley

Over the summer I'm going to begin my own video game studio. I know that as long as I'm doing what I love to do, whether my financial situation is good or bad, I'm pretty sure I'll be happy with it no matter what.



Michelle Kim, Deloitte, San Francisco

I wanted to get into the nonprofit sector, but I wanted to establish my financial independence first. Consulting attracted me because of the diverse exposure I could get. Working with LGBT youth would be something I would really love to do in the future.



Dave Morton, Men's Domestic Violence Nonprofit, Placer County

My plans for after graduation are to expand my 501(c)(3). I enrolled in Cal in 1972. I left with three classes to go. Coming back and seeing the spirit of these young folks renewed my energy. I'm hopeful again.

Power of Ideas

By Pamela Tom

Life in the Fast Lane

Weighing in on network neutrality, Prof. Hermalin finds charging for fast content slows it down.



Are you willing to pay extra to receive specific website content more quickly?

As the “network neutrality” battle continues between supporters and Internet service

providers (ISPs), a new study reveals compelling reasons to preserve a free and open World Wide Web. Professor

Benjamin Hermalin found that the purported benefits of tiered Internet service

don’t materialize because over time, a tiered system slows down overall delivery speed.

Hermalin’s working paper, “The Economics of Network Neutrality,” co-authored by Nicholas Economides of New York University’s Stern School of Business, analyzes the private and social benefits of allowing ISPs, such as the telephone or cable companies, to charge third parties—for example, content and application providers such as Google or Netflix—for access to the ISPs’ residential customers.

Network neutrality refers to an open, neutral system free of fees to parties who provide content or applications on the Internet. ISPs want to start charging these third parties for using

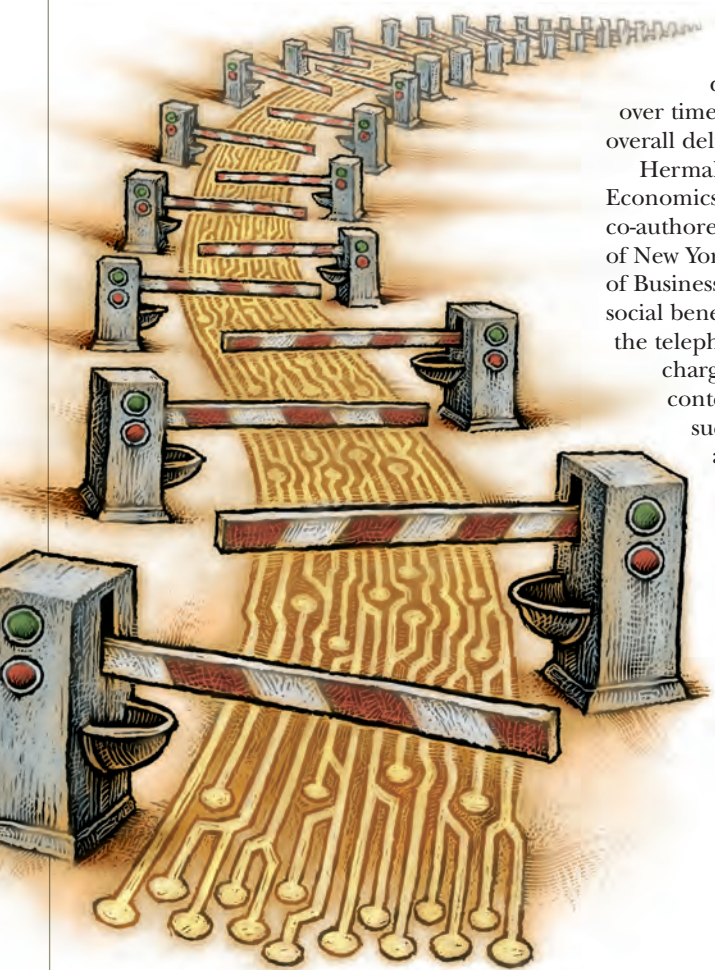
their networks to reach consumers. Additionally, ISPs propose charging third parties for “speed of access” to deliver their content. Parties unwilling to pay for fast delivery would have their content delivered to consumers more slowly. ISPs continue to challenge the Federal Communications Commission’s proposed rules to preserve a level playing field.

“Most economists would have a natural inclination to support more flexibility but our model shows otherwise,” says Hermalin. “If I make access to Netflix faster, people are going to use Netflix more, which will increase congestion on the fast lane. Eventually the gains you think you achieve by putting Netflix on the fast lane are smaller than you think.”

Hermalin and Economides’ model assumes the existence of online congestion, that ISPs are not producing their own content and applications, and that the content purchased by each household from any given application provider varies.

The model revealed the speed benefits of bandwidth expansion are less than they might at first seem because larger bandwidth attracts more traffic. Attempts to speed delivery of select content to paying customers only leads to additional congestion. Consequently, if ISPs try to speed time-sensitive content to consumers, the research shows consumers will purchase more of the quick-delivery content, and as a result, re-congest the information superhighway’s lanes.

Hermalin and Economides conclude the best solution is to maintain a fairly stringent form of network neutrality with all content offered at the same speed without fees. Hermalin says, “The current policy of network neutrality is probably the best for the economy.”



Workplace Revenge

Prof. Levine explores when it's OK to get back at the boss.



Have you ever been upset with your boss? Would you hide a file to get back at him or her? Or maybe just not tell him or her where it is? According to a study by Prof. David Levine, employees

believe retaliation against a supervisor is more acceptable if it is an act of omission or inaction, rather than an active effort to harm an unfair boss.

For his study "When is Employee Retaliation Acceptable at Work? Evidence from Quasi-Experiments"

(*Industrial Relations*, October 2010), Levine and co-author Gary Charness of UC Santa Barbara presented hypothetical scenarios and asked study participants to judge how acceptable they find an employee's response. "Intuition says that doing something is more of a serious act than letting it happen and not stopping it," says Levine.

Researchers surveyed workers riding Bay Area Rapid Transit between San Francisco and the East Bay. The survey presented two scenarios: 1) a manager who has sexually harassed the worker's friend and needs help in finding a missing file, and 2) a manager who has unfairly passed over the employee for promotion and then asks the employee for help in choosing an effective

marketing plan. The boss is unaware that one plan will make another division look good while the second plan will make him, the boss, look good. The question: Recommend plan number one or two?

Workers were asked to rate retaliation on a seven-point scale, from completely acceptable to completely unacceptable.

In the first scenario, hiding the file from the manager who sexually harassed the worker's friend was rated about one point less acceptable than not telling the manager the file's location.

In the second scenario involving a marketing plan, respondents who were given an active choice were virtually split down the middle, with 51 percent saying they would recommend the plan to help their manager and 49 percent saying they would recommend the alternate plan to make another manager and/or department look good.

However, when respondents were given the choice to punish the offending manager by merely ignoring his or her request, 25 percent took that choice and the total share with either active or passive punishment rises from 49 percent to 59 percent. The increase in retaliation due to the option to not tell (passive retaliation) was entirely among women.

Levine says the study holds valuable lessons for managers. "Don't surprise people," says Levine.

"When something is about to go wrong or goes wrong, tell your employees why. Managers face high risks of both active retaliation and passive withdrawal of effort if employees are harmed by what they view as a conscious management choice. To the extent that employees are harmed, managers should be sure employees see them sharing the pain, not profiting from employees' losses."

"Managers face high risks of both active retaliation and passive withdrawal of effort if employees are harmed by what they view as a conscious management choice."

The BIG



What lies ahead for the housing market?

As part of this new feature in *CalBusiness*, we asked Haas real estate expert Ken Rosen the question above.

ROSEN: House prices have started going up—0.2 percent last year, according to the National Association of Realtors. Unless we go into another recession or all the foreclosures hit the market at once, I think we've bottomed out and prices will rise 2.6 percent this year. Affordability is the best in 50 years, thanks to low interest rates and price declines.

But the U.S. housing market will have a very slow recovery. There is a big inventory of unsold homes. People haven't realized they need to lower their prices more. There are still lots of foreclosures. And 40 percent of people trying to buy a home are getting rejected for a loan.

Another risk is artificially low mortgage rates. If I'm right about the 10-year Treasury moving from 3.3 percent to 5.5 percent by the end of 2012, mortgage rates will reach at least 6.7 percent. That is a real concern and could stall the recovery.

Watch Ken Rosen give his real estate outlook at insights.haasalumni.org/rosen/.

To submit a Big Question to *CalBusiness*, email letters@haas.berkeley.edu.



Lessons from the Meltdown

Watch Prof. Jo-Ellen Pozner discuss how what's good for one firm can topple an industry.

insights.haasalumni.org

OUTSIDE THE CLASSROOM



Experiential Learning Enables Students to Learn Lessons of Innovative Leadership

One of the best ways to learn is by doing. That's why experiential learning has long been a popular, integral part of the Berkeley-Haas curriculum. This year, Haas overhauled experiential learning to better align with the school's focus on developing innovative leaders.

Haas is now requiring all MBA students to take an experiential learning course, starting with the full-time class of 2012 and evening and weekend class of 2013. Haas also is adding new hands-on workshops for undergraduates. The reason behind the changes: To give students the opportunity to test out the capabilities of the innovative leader, such as the ability to effectively find and frame problems.

Consequently, Berkeley-Haas has integrated experiential learning into the new Berkeley Innovative Leadership Development (BILD) curriculum, launched this year to better deliver on the school's mission. Now, in all experiential learning courses, students must apply skills and capabilities developed in other BILD classes. The capabilities, identified by Haas as crucial to innovative leadership, range from opportunity recognition to fostering team creativity.

Haas also added a new team performance module to its experiential learning courses to teach students how to become strong leaders and strong team members. Student teams work closely with professional coaches on everything from giving performance feedback to resolving conflict.

Once in a Lifetime:

Students Apply
Business Skills to
Overseas Consulting



International Business Development

In 15 short weeks, Berkeley MBA students Robbie Bhathal, Juan Sanchez Morales, Brandon Yahn, and Vince Yang, all MBA 12, were charged with researching three industries—rubber, rice, and shrimp—for a new venture in a region that none of them had ever visited. Then, when they arrived in that region—southern Cambodia—their real adventures began.

Before leaving, the students homed in on shrimp farming as the most lucrative business and believed their client, the D.K. Kim Foundation, should acquire or partner with an existing farm. However, when they arrived “in country,” the students were surprised to find only small, rudimentary farms in muddy marshlands. The shrimp farms they had learned about on the Internet had failed.

“That threw a wrench in our initial plans,” says Yahn. “We had assumed there was already some intensive farming with pond systems like in Thailand and Vietnam.”

So the team shifted gears and took a more entrepreneurial approach. After investigating past failures, the students advised their client to develop a new, more technologically advanced shrimp farm with the help of outside experts. “You have to be sure to create partners on both sides of the supply chain and look outside the country at experts who have done this to see if you can bring in their expertise,” explains Yahn.

The Cambodia team was just one of 26 groups in the Haas School’s revamped International Business Development (IBD) class this year to realize firsthand the importance of “in country” research for international consulting: There are just some things you can only learn on the ground.

It’s a lesson that IBD has been teaching Haas students for more than 20 years. Since its launch as one of the few international consulting programs at a top business school, IBD has dispatched more than 1,000 MBA students to more than 70 countries.

This year, however, IBD was completely retooled to satisfy the school’s new experiential learning requirement and better develop students into leaders who can drive path-bending change.

“In the past, students met with mentors and in groups for very focused project preparation,” explains Adjunct Professor Kristi Raube, IBD’s new director. “Now we are bringing more academic content into the course.”

For instance, Haas partnered with Deloitte to create sessions on project scoping, hypothesis-based consulting, and storytelling. Several speakers from inside and outside Berkeley-Haas also helped better prepare students for their projects, leading classes on everything from writing business plans to conducting interviews to travel safety.

Lily Chou and Sameera Chilakapati, both MBA 12, talk with villagers in rural India for their International Business Development project.

Full-time MBA students now can choose from 10 experiential learning courses. Here we highlight three offered this spring: International Business Development (IBD) and Haas@Work, both of which changed significantly this year, and Real Estate Investment Analysis, a new offering.

In IBD, students traveled to 21 countries to work as international consultants. In Haas@Work, they developed new business strategies for enterprises in technology, financial services, and retail. And in the real estate course, students learned firsthand how to navigate development challenges in Berkeley’s Telegraph Avenue Corridor. Read on to learn about students’ unforgettable experiences.



Eve Alexander, MBA 12, helped develop a plan for a women's center at Dar Al-Hekma College in Saudi Arabia.

Like all of the school's experiential learning courses, IBD was integrated into the new innovative leader curriculum. It closely built on the skills and knowledge that students gained in core courses such as Finance and Strategy as well as the school's new Problem Finding, Problem Solving (PFPS) course.

Problem Solving in Saudi Arabia

"We had a week where we were doing Problem Finding, Problem Solving nonstop," says Eve Alexander, MBA 12, one of four female students who donned black abayas (cloaks) and hijabs (head scarves) in Saudi Arabia as they developed a plan for a Women's Center of Excellence at Dar Al-Hekma College.

The students drew on Haas coursework to organize a four-day business skills workshop for local women. After interviewing nearly two dozen women, the team used brainstorming techniques, dot-voting, and two-by-two matrices from PFPS to condense their findings and identify four needs in the community that a center could address.

"Problem Finding, Problem Solving was hugely helpful. I'm not sure how we would have tackled that project otherwise," Alexander says. "We probably would have had a few unproductive arguments."

Like many IBD students, Alexander also talks enthusiastically about how IBD gave her a unique view of another culture. "Having hosts and a project really enabled our team to get a feel for a culture that we never could have gotten otherwise," says Alexander, noting Saudi Arabia does not grant individual tourist visas.

During the IBD trip, a Saudi woman was arrested for driving a car. Yet, what surprised Alexander most about the culture was the women's optimism, despite such restrictions.

"I perhaps unfairly expected these women to be pessimistic and aware that things weren't as good as they could be and accepting of that," she says. "That wasn't the case at all. They are so optimistic about the future. The school had a palpable energy. It was an exciting place to be, and it was really clear these women are motivated and making things happen."

Raising Their International IQ

Students typically enroll in IBD to expand their consulting or international experience—or both.

"I wanted to get international exposure," says Sami Abou

Saab, who is originally from Lebanon and had never visited New Zealand before his IBD trip there for client Biocode. "I wanted to see what it's like to work in a country other than the States."

Biocode, which makes software for biology researchers, asked IBD for recommendations on new product development. Abou Saab brought computer engineering experience to the challenge, but the project opened a new world to him as his team investigated markets such as academia and museums.

Similarly, Lily Chou, MBA 12, had never worked internationally—or traveled to India—before she interviewed villagers and health care providers in rural areas there for IBD.

World Health Partners, a nonprofit that creates health service networks in India, asked Chou and her team to develop financial sustainability metrics and new ideas for revenue generation.

"This was my first time in the field actually interviewing," says Chou, who has previously worked on quantitative market research in emerging markets. "I realized how challenging it was, trying to gather accurate information, working through translators, and dealing with a different culture."

Repeat Clients

IBD clients have been just as satisfied as IBD students.

After hiring an IBD team in 2007, the D.K. Kim Foundation employed two IBD teams this year to work in Cambodia: one to create a plan for a vocational school and the other to develop a plan for a business to fund the school (the shrimp farming project). Dong Koo Kim, who created the foundation to support international students at U.S. schools (including Haas), has been very pleased with the students' work.

"They investigate very deeply," says Kim, a longtime Haas donor. In Cambodia, "it's very difficult to go and get the information ... because the information is not organized."

Kim says he also believes students are more willing to take a broader look at issues and change a project's scope than local consultants.

Haas Highlight

IBD alumni, meanwhile, repeat the same refrain, calling the course a defining experience that they will never forget.

"That was definitely a highlight of my time at Haas," says Peter Lemieux, MBA 01, a documentary photographer, who took the Cambodia photos in *CalBusiness*. While at Haas, Lemieux traveled to Mexico to advise an orphanage that produces goat milk, cheese, and soaps on expansion plans.

"We basically landed and dug right into it. That's what was so much fun," says Lemieux. "It wasn't about teamwork in a classroom that was contrived. There was really something material at stake." —Ronna Kelly

Brandon Yahn, MBA 12, learns about shrimp farming in Cambodia.





Chelsey Tanaka and Shishir Agrawal, both MBA 12, talk at Hewlett-Packard after giving Haas@Work presentations that were highly praised by HP execs.

The Outsiders:

Student Insights Fuel
Corporate Innovation



Haas@Work

In a Hewlett-Packard conference room in Cupertino, a team of students stands ready with spreadsheets, financial models, and ... cartoons.

Challenged by the tech giant to develop ideas for enhancing cloud computing services, these full-time and evening-and-weekend Berkeley MBA students use simple black-and-white cartoons to identify HP customer archetypes in their strategy proposal: Right-on

Rob, who self-sufficiently keeps his infrastructure humming; Behind-the-Times Ben, who is slow to update hardware and requires a good deal of HP support; and Nervous Nellie, who desires constant systems monitoring and double-checks everything.

The cartoons lighten the mood and elicit laughs but also address HP's customer mix in a way that hits the mark. Sue Barsamian, senior vice president and general manager of HP's Technology Services Support, likes the student ideas so much that she asks if HP can skip a proposed testing process and go right into pilot.

"We've already begun to incorporate some of your thinking into our plans," Barsamian tells the four student teams making presentations that day. "Several of your ideas represent new and different approaches; we are likely to proceed into a pilot as the fastest route to validation."

HP is one of three large corporate clients in the school's

newly expanded Haas@Work class. Previously a five-week extracurricular program, Haas@Work has been transformed this year into a 15-week course, one of 10 fulfilling the new experiential learning requirement that is part of the new Berkeley Innovative Leader Development Curriculum.

Tools for Rapid Innovation

"At its core Haas@Work is about rapid innovation," says Dave Rochlin, BS 85, executive director of Haas@Work, who teaches the course with Lecturer Pierre Lowe, an innovation and strategy consultant.

Haas@Work concentrates on innovation within large companies because that's where many students will ultimately work, Rochlin says. "Haas@Work prepares students to be more effective in that setting, giving them the skills to gain support for an idea and move it toward market," he explains.

For clients, the aim is to provide a vibrant pipeline of ideas for development. "We feed into the need every company has for a flow of ideas moving toward market at all times," Rochlin says.

This spring, the inaugural Haas@Work class enrolled 60 students, who focused on expanding pipelines in cloud computing for HP; identifying new customer segments for Charles Schwab; and evaluating geographic markets beyond China for sports brand Li Ning, Haas@Work's first international client.

To deliver to their clients, students drew upon skills developed in core MBA coursework. This included ideation tools from the new Problem Finding, Problem Solving course,

taught by design thinking experts and Haas Lecturers Sara Beckman and Clark Kellogg, and newly honed persuasion skills, culled from the course on leadership communication taught by Lecturer Cort Worthington.

"Producing innovation is remarkably difficult and risky. It's also quite intimidating," says Rehan Tahir, MBA 12, an evening and weekend student on the Charles Schwab team. "I learned that the solution to intimidation is ideation. I don't think I ever gave brainstorming the credit it was due—who would have thought that we would begin to solve problems with Post-it notes and Sharpies? It's genius, and done right, it yields significant results."

Insights, Ideation, Experimentation

But Haas@Work is about more than brainstorming. Students apply their Problem Finding, Problem Solving skills to generate new insights about their clients and the competitive landscapes (such as identifying archetypal customers of HP cloud computing services). From there, they develop a portfolio of game-changing ideas and a business model (in HP's case, built around the opportunities converting customers into Right-on Robs). Then students minimize implementation risk for the client by creating experiments to test assumptions (in one case, deemed unnecessary by HP).

"The students' perspectives really opened up my mind, sparking new ideas for how I approach my own work."

—Julie Cabrales, HP Global Service Pricing Manager

Increased attention to insight generation and experimentation is critical to the Haas@Work experience, says Rochlin. "The rapid innovation process of Haas@Work certainly involves being creative and generating a large stream of ideas,"

he says, "but our clients are most able to use these ideas when we develop them with a reading of what they are good at and can feasibly execute."

Students examine client challenges from a variety of angles, including ethnographic exploration, such as observing how a customer uses a product, and questioning widely held industry beliefs or assumptions about customer behavior and channels. Rochlin says this exploration yields "white space" opportunities in areas that the client hasn't considered or believes it isn't equipped to succeed in.

"The students generated a lot of ideas, but were then able to boil them down to the best few—and get tighter with every iteration," says Julie Cabrales, HP's global service pricing manager. "This particular topic [cloud computing] is very dynamic in the market right now, so the students were constantly incorporating things they were learning and reading, as well as adjusting to our feedback—all in real time."

Not only did the students deliver strong solutions that the HP executives were excited to implement, but they also influenced how the executives think about the innovation process, Cabrales adds. "The students' perspectives really opened up my mind, sparking new ideas for how I approach my own work."—*Valerie Gilbert*

Transforming Telegraph:

Blood, Sweat, and Prayers



A developer who pays more attention to the numbers than the neighborhood won't get very far—especially around Berkeley's Telegraph Avenue, which may have a history of questioning the status quo but can be equally suspicious of change.

MBA students in the Haas School's new Real Estate Investment Analysis class got into the nitty-gritty of the neighborhood thanks to a new town-and-

gown partnership between the city of Berkeley and professors Robert Helsley and Nancy Wallace, co-chairs of the school's Fisher Center for Real Estate and Urban Economics.

Southside was the laboratory in the new experiential learning course, in which students partnered with the developers of four complex properties to build the best plans to revitalize them. Along the way, they learned from city and university planners, elected officials, financiers, and other stakeholders just how many pieces must fit together to bring a project to fruition.

"You can build Excel models and your numbers have to work, but if people don't like what you are doing and don't understand it, your project will go nowhere," says Josh Mogabgab, MBA 12. "I was really surprised by how uncertain and risky the process is, and how much it's about building relationships. If you can get something built here it says a lot about you as a developer."

Telegraph Troubles

In many ways, Telegraph Avenue feels trapped in time—or rather, a long slow decline, as its retail base of book and record stores has eroded. Crime and safety are longstanding concerns. Historic preservation issues, vocal community groups—including People's Park advocates—and a tangle of city rules like quotas on certain types of businesses have made it a challenging place for business owners and builders.

Mogabgab and his team worked on the type of project that makes developers shiver: the Blood House at 2526 Durant Ave., a half block above Telegraph. The owner's proposal to replace it with 45 units of student housing had already been in the works for 11 years. Not that you can tell that from the street: The faded Queen Anne Victorian remains mostly unchanged since Ellen Blood commissioned the home in 1891, but now seems an anachronism in the busy, high-density neighborhood.

Owner Rue-El Enterprises was accused of "Manhattanization" when it proposed the five-story project with ground floor retail space, and historic preservationists blocked plans for demolition. But the owner pressed forward and secured full entitlements—contingent on a complex three-way deal to relocate the structure and another landmarked house to a third lot.

Mapping Berkeley's Future

Students in the new Real Estate Investment Analysis class developed these proposals for properties near Telegraph Avenue.

St. Mark's Episcopal Church, 2300 Bancroft @ Ellsworth

"Lion's Hall" student dorm-style building on garage site, already approved by city.

RSF

Spieker Pool

Eshleman Hall

Telegraph Avenue

Bancroft Center, 2580 Bancroft:

Preserve Julia Morgan retail building and build new six-story mixed-use development.

Hearst Gym

Top Dog

Trinity United Methodist Church, 2362 Bancroft @ Dana "Trinity Village" mixed-use project with student apartments built on parking lot, ground-floor retail, plus space for Berkeley Free Clinic, child-care center, and church.

Blood House, 2526 Durant Relocate "structure of merit" and build five stories of student apartments, ground-floor retail.

"I've seen many projects get built, but nothing quite like the hurdles we've been through with this," says Dana Ellsworth, vice president of Rue-Ell, which was started by two Cal grads and owns the adjacent Blue Sky Hotel and Top Dog buildings, along with many other Southside properties. "We don't like to even call it the Blood House because we don't think it's worth saving. The whole thing is like something from a horror movie."

Ellsworth was interested in the students' analysis of whether the project is still financially viable after so many changes in the housing market. After looking at five options, students concluded that since the project had already been through the long approval and permitting process, it would be better to go forward than start from scratch. Internal changes to the building layout to maximize space and better match the current market would only require minor permitting and make it more profitable.

"They could still try to go for the demolition by filing for overriding economic circumstances, but that would ruffle a lot of feathers, which may not be worth it for an owner who is committed to the community," Mogabgab says.

Southside Progress

The city is keenly aware of the development challenges around Telegraph. In fact, it has been hammering out a new Southside Plan for 13 years. The plan, which the City Council will be reviewing this summer, eases up parking rules and height restrictions and includes policies on land use, housing, traffic, economic development, public safety, urban design, and historic preservation.

It was City Councilmember Laurie Capitelli who proposed the Haas-city partnership to Helsley and Wallace, as a way to harness student energy and ideas for change, as well as bridge the town-gown rift. "The opportunity for us is to

capitalize on the resources of the university, and develop an ongoing collaboration," says Capitelli, who has been active in creating a more business-friendly environment in the city. "We hope to continue this next year, and expand it to other neighborhoods."

Helsley and Wallace wanted the class to go beyond the traditional study of finance, urban economics, and land markets. They brought in speakers from several city departments, as well as business leaders, architects, and infill developers, who gave students a sense of the stakeholders involved.

"The city has been fantastic in working with us, and I think it's been an interesting opportunity for everyone involved," Helsley says. "It's important for the students to learn how to navigate the process, and for the developers to get ideas from the students."

It Takes a Village

In addition to the Blood House, students worked on a mixed-use project next door to Urban Outfitters on Bancroft above Telegraph and two church-owned properties farther down Bancroft.

For one of those projects, students proposed "Trinity Village" on property owned by Trinity United Methodist Church across from the Recreational Sports Facility. The mix of market-rate student apartments and retail, plus space for the existing Berkeley Free Clinic and new church facilities, was exactly what the church had in mind, says Bill Blessing, an architect and Trinity member who serves on its building committee.

"As students, they have a non-biased standpoint and a special knowledge about what students want," Blessing said. "They put together a good mix, with an angle—they helped us define our niche." —*Laura Counts*

Your Haas Network



Seth "Hoby" Darling, BCEMBA 08

General Counsel & VP of Strategic Development
Volcom, Costa Mesa, Calif.

In 2005, Seth "Hoby" Darling, BCEMBA 08, jettisoned the fast track at one of the country's most profitable corporate law firms to join Volcom, a California skate, snow and surfboard apparel company whose mantra is "Youth Against Establishment."

Six years and one big salary cut later, he doesn't regret the jump. "I'm living the dream," says Darling. "There's a lot more wet suits than Mercedes in the parking lot, which is pretty cool."

Darling was a sixth-year attorney with powerhouse law firm Latham & Watkins's Orange County, Calif., office when he took over the firm's Volcom account in 2004. He worked side-by-side with then-Volcom Chairman René Woolcott, guiding the company through its initial public offering.

A month before the company listed itself on NASDAQ, Woolcott offered Darling a job—and even let him pick his own title. The day after the company went public, Darling joined Volcom as its vice president of strategic development and general counsel.

Woolcott, now semi-retired, says he recruited Darling because of his experience in corporate finance, strategic transactions, and mergers and acquisitions. And Woolcott thought Darling's Northwestern

University law degree would add cachet to the executive team.

Darling earns less than half of what he would have if he stayed at Latham & Watkins, where partner profits can run in the millions. But he says joining Volcom has given him the opportunity to help lead a company from the inside, rather than advising several at a time from a legal perspective.

Adding Darling was also part of Volcom's continuing evolution. Founded in 1991 by Woolcott's son, Richard, a former pro surfer, the company has maintained the loyalty of trend-setting skaters and snowboarders by hiring young people who live the action-sports lifestyle. Excluding the accounting and legal department, less than half of the 550-person company's employees have college diplomas, Darling says.

To bridge the divide between Huntington Beach and Wall Street, the senior Woolcott steadily added more seasoned business professionals to the company.

"Volcom was started by young kids, including my son, who were all athletes. None of them knew anything about business," recalls Woolcott, a Harvard MBA who has run several of his own businesses. "As you shift from entrepreneurial to the real thing, you change management."

In 2006, Darling returned to school for his Berkeley-Columbia MBA on Volcom's dime. Woolcott thought it would add to the company's business prowess to have a double threat—a JD and MBA—on the executive team. During his 18 months in the program, Darling says in addition to honing his executive business skills, he also learned the importance of absorbing the knowledge of professionals from various industries and areas of expertise.

"The people you're in class with [have] eight to 10 years [experience], and they come at a question not just from a theoretical standpoint, but they say, 'This is what we do at Google' or, 'This is how we think about it at Goldman Sachs,'" Darling says.

The experience led him to collaborate with the company's human resources department to create Volcom University, a free, in-house education program for employees, with classes in finance taught by Goldman Sachs executives and courses in accounting taught by professionals at Deloitte & Touche. Senior Volcom executives, some of whom have also gone through MBA programs while working at Volcom, then teach employees how to apply the concepts from those lessons to their specific work at Volcom.

That business acumen is particularly important these days as Volcom has been hit hard by the drop in consumer spending. The company's stock price is now trading at under \$20, down from a high of \$50 in mid-2007. Industry-wide, apparel sales at independent surf and skate shops are down 4.8 percent since last year, according to ActionWatch, an action sports market research firm.

These challenges make it all the more important to Darling that his unique roster of employees receive the right mixture of hands-on and formal business training. The company aims to double revenue and return to operating margins between 15 percent and 20 percent in the next five years.

"In order to achieve those goals in the current environment, which is tougher than it was a few years ago, we have to have the best team that we can put on the field," Darling says.

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Raudline Etienne, MBA 94

Chief Investment Officer New York State Common Retirement Fund New York

When Raudline Etienne, MBA 94, became the New York state pension system's chief investment officer in March 2008, the stock market was performing near historic highs, with the fund flush with \$154 billion. Then came the subprime mortgage meltdown, and a year later, the pension fund bottomed out at \$110 billion.

Etienne, who previously had worked as a consultant to pension funds, calmly rode out the storm. By December 2010, the fund was back up to \$140 billion, with even higher returns projected in 2011's first quarter.

"It was a huge hit, but now we have rebounded," says Etienne, of Harlem, who emigrated from Haiti to New York City at age 4. "We had to remember that equity risk was what we were all experiencing. I'm not one who panics, and I knew that this, too, would pass."

Etienne's appointment as CIO came as New York State Comptroller Thomas DiNapoli announced his plan to clean up the scandal-ridden office, then reeling from the conviction on corruption charges of eight officials, including Etienne's predecessor. In her role, Etienne typically makes investments ranging from \$50 million to \$500 million in a portfolio that includes public and private equities, fixed-income securities, and real-estate assets, ranging from self-storage complexes in Europe to retail developments in Brazil. Her duties include finding overseas advisers to make investments in international markets.

"We're a global player, so we need to identify talent who will be good partners for the long term," Etienne says. "We're looking to see that there's something unique—in their perspective, in the process, in their people."

Etienne, who majored in architecture at MIT, discovered the institutional investment world through her participation in the Toigo Fellowship program at Haas. The program supports minority professionals considering finance careers and provided her entrée to a field dominated by white males.

"I got here because Toigo opened a door for me, and I worked hard," says Etienne, who was in the Haas School's first class of Toigo fellows.

Etienne learned about the pension and investment management worlds through many Toigo-sponsored events, including a visit to the California Public Employees' Retirement System. After graduation, she worked as an investment consultant for more than 12 years, advising public retirement systems across the country.

"I found that the field suited me—the balance between qualitative and quantitative," she says. "I never get bored." —David McKay Wilson

Doug Wiele, BS 76

Founding Partner and President Foothill Partners El Dorado Hills, Calif.

Doug Wiele, BS 76, has covered a lot of ground, literally, since he earned his degree in real estate and urban land economics.

Though he prefers a low profile, Wiele has affected how countless people live, shop, and play through the development or redevelopment of 30 shopping centers in Northern California, Nevada, Montana, and the Philippines, including California's first LEED-certified green building shopping center.

"I stopped counting square footage years ago," says Wiele, who co-founded Foothill Partners in 1996. His company of four employees develops the sort of small, specialty shopping centers that are typically a developer's nightmare. They serve affluent, educated, "left-leaning" residents who react strongly to conspicuous changes in their midst.

"My upbringing, the education at Berkeley, my own politics—I know how to get along in communities like this," says Wiele, who grew up in Oakland. "In places where it's easy to get development approved, markets get overbuilt and property values decline. And I found nobody else was doing what I was doing."

His strategy has paid off: "When the market collapsed in 2008, I had no vacancies. We didn't have exposure in any soft markets."

Wiele's profile swelled when Uptown Monterey, California's first LEED-certified shopping center, opened in 2008. (LEED stands for Leadership in Energy and Environmental Design.) Wiele developed the shopping center—anchored by Trader Joe's, Pharmaca, and Peet's Coffee—through a public/private partnership with the city.

When his project manager suggested LEED certification, Wiele resisted. The budget and schedule were already final. "Good developers should be good stewards of the land, and yet this business is primarily about the value of an investment. Is it going to make money?" he says.

But then Wiele consented, saying, "If you can deliver on budget and on schedule, we'll do it." The project manager did both, proving that fiscal and social responsibility are compatible.

"How do I define success? When my kids tell me they like the spaces I've created," says Wiele. "I can't think of anything more gratifying than having kids, who are the future, say you did well. Success is legacy." —Jeanne Howard





Rafael Gil-Tienda, MBA 77

Asia Chairman, Marsh & McLennan Companies Hong Kong

When people fled Japan following the tsunami and nuclear disaster in March, Rafael Gil-Tienda, MBA 77, hopped a flight to Tokyo. As the head of Asian operations for insurance broker and risk management consultant Marsh & McLennan Companies (MMC), Gil-Tienda wanted to see firsthand what was happening.

"We were very worried because we had lost three colleagues in the Christchurch (New Zealand) earthquake in February," says Gil-Tienda at an outdoor cafe in Madrid, where he grew up. "Our people were working non-stop and slept at the office. Tokyo was not affected, but there were concerns of radiation coming down so we needed to develop backup plans."

That Gil-Tienda gave up a career in banking to join a firm that assesses risk and resolves problems seems the logical step for a man who has embraced riskier career adventures over the past 30 years. He began his journey at Oxford University as an undergraduate and then entered the Berkeley MBA program in 1975.

"It was such a pivotal time in my life," Gil-Tienda says of Berkeley, where he also met his wife, Sing. "Berkeley helped me develop a deep understanding of how to efficiently allocate resources in an uncertain world. That for me is a fundamental part of business, and even today I still refer to it."

After graduating, Gil-Tienda worked for Citibank for four years in New York, London, and Brussels before embarking on a path that unexpectedly defined his career: Asia. Gil-Tienda gambled on China, a region considered a financial backwater at the time, thinking that the bank would eventually redeploy him to Latin America, a seemingly more natural fit. No one thought the isolated communist country would grow into the economic powerhouse of today. But financing local projects such as power plants and seeing how infrastructure could kick-start economic growth and improve lives was an eye-opening beginning to Gil-Tienda's work in emerging markets.

Throughout the 1980s Gil-Tienda was the corporate officer in China and Malaysia, before returning to his homeland to become head of Citibank España in 1992. (Gil-Tienda was born in Valencia, Spain.) In 1998, Gil-Tienda took another risk and joined several colleagues trying to revive the failing British bank Standard Chartered.

"Now that was a great adventure," laughs Gil-Tienda. "Standard Chartered had a great history in Asia, going back to the mid-19th century, but it had remained a 'colonial bank' and suffered a checkered performance in the 1980s and early '90s. The challenge for us was to retain those elements that worked, namely courage and internationalism, while developing the discipline to have good products and good risk, client, and technology management. Now it's a very solid bank."

Gil-Tienda became the Asia chairman of Marsh & McLennan Companies in 2003. He is also chairman of the Spanish and European Chambers of Commerce in Hong Kong and teaches at China Europe International Business School in Shanghai, sharing his knowledge and experience with others as a bridge between East and West.—*Mike Elkin*



Rong Lu, MBA 93

**Managing Director
Head of Financial Products Division, BOCI Securities
Bank of China International, Hong Kong**

Rong Lu was not looking for a career in finance as she began her undergraduate studies in China in 1986. But she landed in that field, and has enjoyed a successful career path that has taken her from her homeland in Asia, to Berkeley-Haas, and then to Hong Kong, where her achievements have included launching Bank of China International's fixed-income business.

Lu initially wanted to study biochemistry in Beijing or Shanghai. But an administrative fluke limited students from her province of Fujian from studying biochemistry at the schools she had chosen. So she enrolled at her hometown university in Xiamen, which was starting up a highly competitive program in international finance—then just a novelty in China.

"The faculty said it was very difficult to get admitted into the program," she says. "But that interested me." Later, when she asked her uncle in Taiwan where she could learn more about foreign exchange markets, he pointed her toward Berkeley-Haas.

"It was fascinating to see people [at Berkeley] debating with opposing views because in China at the time, if you had your own opinions, you did not voice them strongly," she says.

After graduation, she landed a Wall Street job at Merrill Lynch, but asked for a transfer to Hong Kong to be closer to her parents, who have since moved to Hong Kong as well. "Few people wanted to move there then," Lu recalls.

Lu began in fixed-income sales in Merrill's Hong Kong office and then quickly became a trader specializing in credit markets and convertible bonds. She left after five years to join Credit Suisse to set up a local currency business in China. To spend more time with her two young children (she now has three), she then moved into a part-time position at a hedge fund started by Credit Suisse. In 2002, Lu accepted Bank of China International's offer to start its fixed-income business. She subsequently took charge of the Financial Products Division, including equity derivatives, and expanded the staff to more than 60 people.

Lu says the Haas School's principle "Confidence Without Attitude" has helped her career at the bank. Instead of hiring diva-like superstars, Lu sought "talented people who can cooperate and fit into this culture, which reflects Chinese values and partly my personality," Lu says from her office in the iconic I.M. Pei-designed Bank of China office tower. "We are a good team that supports one another." —Richard Kurovsky

Egan Lau, BS 97 (Engineering), MBA 04

**Assistant General Manager, Online Media Products
Tencent Holdings, Beijing**

Egan Lau, BS 97 (Engineering), MBA 04, holds up a cell phone displaying an advertisement on instant messaging platform QQ, owned by Tencent Holdings, where Lau is assistant general manager of online media products.

Every day 100 million people see these advertisements, Lau says, noting that prior to his 2009 arrival at Tencent, one of China's largest Internet portals, the company didn't have mobile ads. Lau has spent the past two years at Tencent, sometimes called the Facebook of China, helping to build new advertising products and display formats to help marketers promote their wares through the company's popular games and chat forums. (Penguins are the company's mascots.)

There's more to be done at Tencent to revolutionize its ad operations, the Hong Kong native says, but if there's a place where change can happen, it's China. Digital marketing, while thriving in China, has yet to reach the level of sophistication in the U.S. market, Lau says, adding that marketers in China still buy time on websites as they did in the U.S. in the late 1990s. But Lau believes he is in a position to modernize an outdated, yet booming market. China's ad industry is soon expected to become the world's third largest, overtaking Germany to fall behind only Japan and the U.S.

"There's an opportunity here to change an entire industry," Lau says. "That kind of door doesn't open every day in the U.S."

That opportunity trumps the noise and pollution Lau faces commuting to work each day in an area of Beijing that is similar to New York's Madison Avenue, he says. Still, Lau can't help but miss clean Berkeley skies, open space, and the more laid-back California lifestyle.

Maintaining his connection to Berkeley-Haas, Lau is president of the Haas Alumni Network Beijing Chapter and advises fellow alumni who are considering relocation in China. Without any hesitation, Lau says, "My door is always open to anyone who wants to see all sides of living here before they make the big move." —Laurie Burkitt



The Campaign for Haas

Ask the Donor

Weaving Together Business and Philanthropy

Growing up in Indonesia, **Dato' Sri Dr. Tahir, MBA**, could never have imagined his transformation from working-class boy to successful entrepreneur to celebrated philanthropist. Tahir earned his business degree from Golden Gate University's satellite location in Indonesia in 1988. While taking classes, he launched a textile manufacturing business called the Mayapada Group, which has since expanded into finance, retail, health care, real estate, and media. One of its main enterprises, Bank Mayapada, was founded in 1990 and went public on the Jakarta Stock Exchange in 1997. The bank now has more than 170 branches throughout Indonesia.

Tahir's three daughters all graduated from UC Berkeley, and his son was in the Cal class of 2009 before transferring to National University of Singapore. His youngest daughter, **Victoria**, graduated from the Berkeley-Haas School's Undergraduate Program in 1998. In 2007, he was the first trustee from Southeast Asia appointed to the UC Berkeley Board of Trustees. Now Tahir—black belt in karate, table tennis enthusiast, and family man—has created the **Tahir Fellowship Endowment Fund** to support international students studying in the Full-time Berkeley-Haas MBA Program.

Q: In your view as a highly successful Asian businessman, what is the value of aligning with UC Berkeley and the Haas School of Business? What about the school has inspired your support?

Dr. Tahir: UC Berkeley is viewed favorably by Indonesians as one of the top business school destinations. Many of our government officers and private businessmen have graduated from there. Also, since my children graduated from UC Berkeley, my support of UC Berkeley creates a family connection and value for all of us.

Q: The Tahir Fellowship Fund will support international students studying in the Berkeley-Haas Full-time MBA Program, with a preference for those who completed their undergraduate degrees in Asia. What are your personal hopes for this scholarship program?

Dr. Tahir: I hope that it will set an example of giving back, especially for students who benefit from the fellowship. When they graduate and become successful in business, I hope they will

remember their appreciation for the fellowship and will give to support another fellowship fund.

Q: Your company, the Mayapada Group, holds interests in the banking, retail, real estate, and health care industries. What lessons have you learned from your own business ventures?

Dr. Tahir: To build a strong business venture, the basic foundation still lies in the financial sector. That is why we keep our banking business as the backbone to expand into other sectors. The financial business unit in the Mayapada Group consists of commercial banking, a multi-finance company, life insurance, and general insurance. We have very strong international business partners to grow the financial business unit. Therefore, the Mayapada Group has been able to build up a five-pillar business in financial services, health care, property, tourism and retail, and media.

Q: Which business accomplishments or decisions are you most proud of?

Dr. Tahir: Keeping my majority and controlling shares in Bank Mayapada, a publicly listed bank with market capitalization now about \$500 million. We endured two very stressful periods during the economic crises in 1997 and 2008, when I almost gave up my controlling interest. Now, I'm proud that we have maintained the bank with 170 branches across Indonesia.

Q: What was one of your most difficult business decisions?

Dr. Tahir: The most difficult business decision is to choose the right strategic investor to be your business partner. In my case, one who has the same philosophy as Mayapada Group. My decisions so far have proven to be right. For instance, we have maintained a good partner relationship with Duty Free Shoppers since 1990.

Q: What was your life like growing up in Indonesia and how do you think it shaped your success today?

Dr. Tahir: Indonesia has a lot of variety and uncertainty in economics, politics, and social life. These situations shape our decision-making and give value to our success.


Q: Why did you decide to name your company Mayapada, which means "galaxy" or "universe" in Sanskrit?

Dr. Tahir: From starting my first company, I have dreamt of being a successful businessman with international partners. "Mayapada," the universe, shows the entirety of everything that exists. This philosophy also reflects our way of doing business.

Q: Do you have any advice for Berkeley-Haas graduates seeking to start businesses or to build successful careers in Asia?

Dr. Tahir: Asia has its own unique cultures and traditions. The junior shall pay respect to the senior. Parents and family shall be your number one priority to share your happiness and wealth. In Asia, friendship and business partners are important to grow your business.

Your Investments at Work



Seven former students of Nobel Laureate and Prof. Emeritus Oliver Williamson helped lead the effort to create a PhD fellowship in his honor. Pictured here are John de Figueiredo, PhD 97; Witold Henisz, PhD 98; Joanne Oxley, PhD 95; Brian Silverman, PhD 96; Prof. Williamson; Jackson Nickerson, PhD 97; and Emerson Tiller, PhD 94. The seventh student, not pictured, is Janet Bercovitz, PhD 99.

Nobel Laureate Establishes \$1 Million Endowed Chair

When Haas School Professor Emeritus Oliver Williamson won the 2009 Nobel Prize in Economics, he wanted to show his gratitude and strong affection for the business school where he spent most of his career. By pledging the bulk of his Nobel Prize money to the Haas School, Williamson and his wife, Dolores, created a new endowed faculty chair in economics of organization.

"The field of economics and organization is still young and needs support," says Williamson. "I have been a chaired professor much of my academic life and know that such chairs are important for recruiting and retaining faculty."

The Oliver E. Williamson Chair at the Haas School is being established with Williamson's Nobel gift as well as contributions from Prof. David Teece, who helped recruit Williamson to Berkeley in 1988, and alumnus Rene Kern, BS 86, managing director at private equity firm General Atlantic. The gift will be matched by \$1 million from the William and Flora Hewlett Foundation, which gave a landmark \$110 million challenge grant to endow 100 new faculty chairs at UC Berkeley. The Haas School has created five chairs funded through the Hewlett Challenge.

"My appointment on the Berkeley faculty has been endlessly satisfying. Being at Berkeley has been a joy for my wife as well," says Williamson. "The Haas School has flourished in the years that we have been here—good colleagues, good students, good ambience. The chair is our way of saying 'thanks' and 'keep up the good work.'"

Alumni Create Fellowship In Williamson's Honor

Though winning the Nobel Prize was a huge honor for Oliver Williamson, it did not come as a complete surprise. A more unexpected tribute came from Williamson's former PhD students, who have collaborated to fund a student fellowship in his name.

"This honor is so unanticipated and so moves the spirit that I can only shake my head with wonder," Williamson says.

Inspired by his lasting legacy and dedication to teaching, a group of his former students created the Oliver E. Williamson PhD Fellowship Fund to support outstanding PhD students in the Business and Public Policy Group.

Brian Silverman, PhD 96, a professor at University of Toronto's Rotman School of Management, is one of seven alumni who spearheaded the fundraising effort. "I think most of us feel that he's almost like a parent in some ways, an intellectual father," Silverman says of Williamson's influence. "He certainly has inspired a lot of loyalty."

The \$50,000 initial endowment will be supplemented with funds from the **UC Berkeley Graduate Fellowships Matching Program**.

Williamson's award-winning research explored the concept of transaction cost economies through an interdisciplinary lens—and had subsequent impact on such diverse fields as public policy, law, strategy, and sociology. Though his influence has been great, Williamson describes himself simply as "a conscientious teacher who had a lot of students who were tolerant and went on to do good work."

"Teaching for me was also learning," Williamson says. "It gives me great pride to see how well my students have all turned out."

Upcoming Events

haas.berkeley.edu/events

NEW YORK CITY

July 13

New Student Welcome Reception

For a full list of Welcome Parties around the world:

haas.berkeley.edu/alumni/welcome

SAN FRANCISCO

September 15

Taste of Haas

SAN FRANCISCO

September 24

BCEMBA Conference & Gala

SAN FRANCISCO

October 13

Homecoming Game: Cal vs. USC

BERKELEY

October 15

Homecoming on Campus

SAN FRANCISCO

October 20

Student-Alumni Networking Event

SAN FRANCISCO

November 4

Haas Gala

HAAS WORLDWIDE

This spring was bustling with activities for Haas alumni around the globe. From New York to Shanghai to Budapest, alumni reconnected with each other while learning from top Haas thinkers.

1 The first **New York City Alumni Colloquium** on March 5 focused on innovation and leadership. Pictured here are participants Jas Khaira, BS 04, from Blackstone Group; André Marquis, MBA 96, Lester Center for Entrepreneurship executive director; and Henry Chesbrough, PhD 97, Garwood Center for Corporate Innovation faculty director.

2 Berkeley-Haas experts talked about innovation in a wide range of fields, including biotech and finance, at the **Berkeley Asia Business Center Conference in Shanghai** March 22. Shanghai Vice-Mayor Tu Guangshao (l.) was the guest of honor and Novartis CEO Joe Jimenez, MBA 84, gave a keynote speech.

3 Also attending the **Asia Business Center (ABC) Conference** were Jeanne HuangLi, senior development director; ABC Director Teck-Hua Ho; Cal parents and conference sponsors Yolanda and Horton Ma; Dean Rich Lyons; and conference sponsor H.K. Wu, a Haas Board member.

4 The annual **Women in Leadership Dinner** April 7 featured a panel discussion titled "Pathbending Leaders, Managing Change." Pictured here are Haas professors Jenny Chatman and Laura Tyson with panelists Jennifer Cook, MBA 98, of Genentech; Rhonda Zygocki of Chevron; and Laurie Yoler of GrowthPoint Technology Partners.

5 U.S. Secretary of Energy and Cal grad Steven Chu (front, fourth from l.) gave the keynote speech April 9 at the seventh **Berkeley-Stanford Cleantech Conference**. Pictured with Chu from Haas are Pete Thompson (first row, far l.), MBA 12; Chris Pawlik (second row, third from l.) BS/BA 06; conference co-founder Bhavik Joshi (first row, second from r.), BCEMBA 08; and conference co-founder Deep Sahni (far r.).

6 The Center for Nonprofit and Public Leadership hosted the 13th annual **Public Leadership Dinner** on April 14. Nora Silver (center bottom), the center's executive director, is joined here with students from her Strategic Philanthropy course (see p. 3 story) and co-instructor Colin Lacon (far r.), CEO of Northern California Grantmakers.

7 Families from the MBA class of 1991 enjoyed the sunshine at a picnic during Reunion Weekend in April.

8 Barbara Desoer, MBA 77, president of home loans at Bank of America, advised graduating Berkeley MBA students about building a "life of meaning, of purpose" during her commencement speech May 15. Electronic Arts CEO John Riccitiello, BS 81, spoke at the undergraduate commencement May 16.

9 Carl Jacobs, BS 65, retiring HAN Los Angeles Chapter board member, chatted with John Tallichet, BCEMBA 07, at a **gathering in Hollywood** on May 12.

10 Players at the 9th annual **Haaski Open and Auction** May 23 included Cesar Angobaldo, MBA 01, a Young Entrepreneurs at Haas Program mentor; Diana Ding, a Wu Fellow at the Asia Business Center; Richard Whitehurst, BS 57; and Haas Lecturer Naeem Zafar.

11 U.S. Ambassador to Hungary Eleni Tsakopoulos Kounalakis, MBA 92, spoke on innovation in the former communist country at a **Haas symposium** June 3 in Budapest. Joining her here are Gyula (Julian) Nagy, MBA 00; Adjunct Prof. Hank Chesbrough, PhD 97; Nimrod Pais, MBA 06; Peter Szappanos, MBA 05; Dean Rich Lyons; and Peter Hajdu, MBA 05.



1



2



4



6



9



10

EVENTS



3



5



7



8



11

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

In Your Words: Water Thinking

By Rajesh Shah, MBA 97, Winner of the 2010 Intel Environment Award



With an insatiable thirst for knowledge, I took advantage of my time at Berkeley, taking classes in 19 different buildings while earning my MBA—classes on city planning, Gandhi, and oceanography, among others. But it was my Leadership class with Terry Pearce that defined my experience at Berkeley-Haas. Terry took me under his wing and taught me that leadership is about inner

convictions. The experience gave me courage to explore and share what was most important to me.

Solving the world's water crisis became my life's passion after I realized that the problem was so big that no one silver bullet was going to work and that our society had practically abandoned the issue.

The facts point to a universally acknowledged crisis: About 1 billion people lack access to safe drinking water; 6,000 children under 5 die every day from water-related diseases; 2.7 billion people lack access to hygienic sanitation facilities.

Successful solutions to rural water problems require not only technology but also community organization, education, behavior change, transfer of ownership, and long-term monitoring. These components create a complexity that has hampered our ability to take any solution to scale. Despite billions of dollars spent over decades, we have not reduced the size of the water crisis.

I refuse to accept this status quo. The drinking water crisis can be solved; if we cannot solve it, which problems are we worthy of solving? The Peer Water Exchange (PWX)—a combination of people, process, and technology that I conceived and built for Blue Planet Network—uses a decentralized network approach to facilitate sharing successful practices and failures; to use peer review to share, learn and simplify decision-making; and finally to connect and engage with donors and the public. Over six years, 73 small and large organizations around the world have proved that the PWX idea works.

PWX can help make a real dent in the global water crisis. My hope is that it will also energize our society to make a long-term commitment to ensure every person gets safe drinking water.

For more information, including videos, visit peerwater.org.

Alumni Notes

News from Haas Alumni

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

Courtyard Conversations Find a Home Online



Laughter. Lively conversations. The air crackling with excitement, energy, and joy.

This is what happens when nearly 400 Berkeley-Haas alumni come together, as witnessed recently at the annual alumni conference on a perfectly glorious spring day. And it's what's happening now, as alumni continue the conversations online in a new forum called "50 Words," the new next best thing to

standing in the Haas courtyard, deep in animated conversation with old and new friends. Check it out at 50words.haasalumni.org.

For those who could attend the annual Alumni Conference in April, the energy was infectious. Catching up with classmates, exchanging ideas with groundbreaking business leaders, and rubbing shoulders with visionary thinkers, alumni were clearly elated to be back at Haas. The conference, a full day of learning with top Haas faculty and industry experts, was a striking example of how you, and all who are part of the Haas community, value being a "Student Always."

On this same perfect Saturday in April, newly admitted MBA students came to campus for "Days at Haas," an introduction to the school. As alumni exchanged business cards and took photos with old friends, younger faces paused in the sun-splashed courtyard to take in the scene, excited by the prospect of coming to Berkeley-Haas.

As I watched the two groups merge, I wondered: Could these alumni-to-be imagine themselves in the future, standing in the courtyard with classmates who would profoundly impact their lives? Did they appreciate the transformative experience ahead? Did you, when you first arrived in Berkeley?

Fortunately, the experience doesn't end after the graduation, as both the Alumni Conference and "50 Words" demonstrate. "The All-Alumni Conference provided me with the feeling that dreams are possible," Tom Fitzsimons, MBA 07, wrote on "50 Words." "To converse with and listen to successful people who question underlying assumptions with an eye towards DOING instead of DENYING is why I attend such Haas events."

At Berkeley, there is no shortage of people who are eager to DO, which is why we are so excited about "50 Words." In addition to sharing thoughts about reunion weekend, alumni are talking about their startup dreams and the Haas School's new direction under Dean Rich Lyons. Join the conversation at

50words.haasalumni.org

We always love to hear your unique voice and perspective.

With warmest wishes,
Leslie Kanberg
Director, Alumni Relations

Undergraduate

1940

David Rea, BS, of Stockton, Calif., writes, "At age 92 I've had to give up golf, but I still play a lot of bridge. My driver's license has just been renewed for five years so my wife, Liz, and I will still be making frequent trips to our beach home in Aptos."

1957

Robert Hearther, BS, of Pioneer, Calif., is retired. After living in North Lake Tahoe for over 30 years, he and his wife have been living in the Gold Country since 2004. Both of their sons, Bill and Mike, are graduates of the U.S. Naval Academy. Bill ('92) is currently a full commander stationed onboard the USS Ronald Reagan and Mike ('94) is a store manager at a Home Depot in the Sacramento area. Robert and his wife have four granddaughters and a grandson. He writes, "Gosh, it's tough to be getting on the old side of life! But, so far, so good!"

John Vanderveen, BS, of Denver, Colo., has been a Foreign Service Officer, McKinsey consultant, World Bank consultant, and president of VSA International Corp., a general management consulting firm. Lately he has specialized in the health care field with states and providers of services to adults with developmental disabilities and mental illnesses. John has three grown sons who work in medicine and television.

1960

Larry Tessler, BS, of Moraga, Calif., has been a volunteer for SCORE for the past dozen years. SCORE offers low-cost workshops and free counseling to people starting a new business or already in business. His wife, Carol, class of 1964, is in her seventh year volunteering with Tony LaRussa's Animal Rescue Foundation after having volunteered for the zoos in San Francisco and Oakland, the Oakland Museum, the Lindsey Junior Museum, and the John Muir Hospital.

**1961 | CAL HOMECOMING
OCTOBER 13-16, 2011**

1962

Robert McNulty, BS, of Washington, D.C., has served as the CEO and president of Partners for Livable Communities for 30 years. Partners for Livable Communities is an international nonprofit dealing with livability, quality of life, economic development, and social equity in this country and abroad. Partners for Livable Communities focuses on showing that "going green" is not a political agenda, but, rather, relates to the livability and sustainability of communities. In the fall, he was appointed a senior visiting researcher in the School of Geography and the Environment at Oxford University and served as a tutor to 10 graduate students in the master's program, teaching a course on community mobilization around issues of air, energy, arid lands, air quality, species protection, and environmental policy. Robert's appointment will continue for the next several years.

1964

Schuyler Bailey, BS, of Berkeley, Calif., writes, "Susie and I have been privileged to be two of the three primary caregivers for our dear granddaughter, Eliana (14 months). Our RV travels since my retirement in 2003 to all 49 of the 50 states one can drive to have been put on hold (at 37 covering 50,000 miles so far). Susie, son Peter, and I continue to attend lots of Cal sports: men's and women's basketball, women's volleyball, men's and women's gymnastics, and football (just mel). Go Bears!"

1965

Vijay Kumar (Pandit), BS, of Mountain View, Calif., writes, "I continue to be a shareholder and on the board of advisors of Internet Speech of San Jose, Calif. Internet Speech sales in the United States have been static, but they have had success overseas. Internet Speech closed an important deal in Thailand in March 2011 and has potential deals in Africa, China, India, and Brunei. My granddaughter Linden is now almost 3 and a great joy."

Linden's mother, my daughter Amba, continues to sell properties in Santa Cruz. My son, Jay, has announced his wedding to his fiancée in September. The wedding will be held near the Sierra Nevada Mountains within sight of Mt. Whitney, which he and his fiancée climbed a year ago."

1966 | CAL HOMECOMING OCTOBER 13-16, 2011

1967

Richard Lyon, BS, of Sacramento, Calif., operates Chef Lyon Chef-at-Large, which specializes in food pairings for wine. He has more than 30 years of culinary experience working in restaurants and hotels and as a personal chef.

1969

Daniel Asera, BS, of Las Vegas, is the new regional representative of Nevada for the Haas Alumni Network. He is also president of the Class of 1969 at Cal and is president and founder of Cal Spirit of Las Vegas, the UC Berkeley alumni club of southern Nevada. Cal Spirit of Las Vegas has been an active club since 2005 and holds monthly networking mixers with other alumni clubs in Las Vegas, football viewing parties, and new student recruitment events. While a student at Cal, Dan was a California Alumni Scholar and served as a legislative intern to Sen. Ted Kennedy in Washington, D.C., under the Cal in the Capital program. He is currently a professor at the University of Nevada, Las Vegas, where he received the 2008 TLC Fellowship Award from the UNLV Teaching and Learning Center in recognition of his demonstrated commitment to his teaching practices and his concern for student learning outcomes. He has also served as faculty advisor to the UNLV ice hockey team and Kappa Sigma Fraternity. In the community, Dan serves as a Clark County Hearing Officer for property tax appeals, as a member-at-large of the Community Development Advisory Committee for homeless shelter programs and senior affordable housing, and continues his private consulting practice in commercial real estate finance.

1970

Richard Owen, BS, of Bakersfield, Calif., retired as attorney in charge from State Compensation Insurance Fund in December 2010 after 25 years of service.

1971 | CAL HOMECOMING OCTOBER 13-16, 2011

Cora (Toy) Woo, BS, writes, "As we approach our 40th reunion this year, I am completing my 20th year working in development at Stanford. My husband, **Victor Woo, MBA 72**, retired from

Levi Strauss a number of years ago, so I think I see my retirement on the horizon as well. I look forward to having more time for friends and family as well as extended travel. I hope to catch up with many of my Cal classmates during reunion activities this fall. As always, go Bears!"

1973

Bradford (Sturgis) MacLane, BS, of Benicia, Calif., is president of MacLane and Co. Inc., a real estate consulting and valuation firm. Brad has worked more than 35 years as an appraiser and consultant, including time with Bank of America and Wells Fargo Bank. He is a member of the Appraisal Institute, holding the MAI designation, and serves on the executive board of the northern California chapter. A former member of the city of Benicia Economic Development Board and Planning Commission, Brad has also served on a city committee working to reuse water in the community. He is married with three children and is also a grandfather of two. He writes that he is still looking for a hobby, but just became a Capo for the high-risk bocce ball team that plays in the local Benicia bocce league.



Bradford MacLane, BS 73, sings on a hike last summer near Yosemite.

1974

Alan Fong, BS, of San Francisco, completed 23 years of service with the State Compensation Insurance Fund. His wife, Charlene, is a nurse manager at UCSF Medical Center in San Francisco. Their son, Jordan, graduated from UC Davis in June 2009 with a BA in political science, and their daughter, Dana, graduated from UC Davis in June 2010 with a BA in architectural interior design. He writes, "We actually found time to travel to Washington, D.C., last fall and just recently to Hawaii and Hong Kong. We remain active at our church, the First Chinese Baptist Church in San Francisco."



Thomas May, BS 74

Thomas May, BS, of Foster City, Calif., started the consulting business, StrategyFifty, focused on helping businesses find innovative cost-reduction and efficiency solutions. He is

also launching lockdowel.com, a patented technology used to assemble products without the use of screws, nuts and bolts, or glue.

1975

Craig Denton, BS, has returned to Ascent/Sotheby's International Realty in Vail, Colo., to become a managing broker after selling out of his partnership nine years ago. He writes, "Oldest son, Kyle, has been with me for six years and is weathering the new real estate market. Second oldest son, Kevin, is a golf professional here in Vail. Son Keith graduated from OU in spring 2011, and daughter Katie will be finishing up at CU in Boulder in 2012. After 15 years as president of the Vail Junior Hockey Club, I've taken a hiatus from boards and am content with sitting on ad hoc advisory panels to help guide projects and developments in the Vail Valley through these tumultuous times."

1976 | CAL HOMECOMING OCTOBER 13-16, 2011

Michael Peter, BS, see MBA 1977 notes.

Lily (Yee) Quisol, BS, of Burlingame, Calif., is working for Genentech Inc. She is married and has twin boys.

1977

Mabel (Chin) Tung, BS, of Chicago, is a senior vice president at Northern Trust Co. She leads a global client servicing team, which supports Asian Sovereign Wealth Funds clients. Mabel writes, "My degree was in accounting, but I ventured into technology and later moved to client servicing with profit and loss responsibility. Luckily I chose an excellent employer, Northern Trust, which has over 120 years of history with a sterling reputation as a strong financial institution where I continue to learn and grow to this day. Working very hard for sure, but I get to see the fruits of the labor, and work remains stimulating and engaging. My husband, Reynold, in the meantime, started his own investment advisory firm with a value orientation a few years ago, utilizing his 30 years of investment skills helping friends and families invest for the long term. We are empty nesters now; our son is grown and works at Cisco as a corporate strategy manager. He was also a Cal graduate from Haas and got his MBA from Kellogg."

1980

Sheryl Hawes, BS, writes, "I am still appreciating my finance and accounting degree from Cal over 30 years later. What I learned is still applicable and relevant. I have been with AT&T for 30 years, and there are many opportunities to use solid

business concepts and analytical thinking. I have recently moved to Concord, Calif., and enjoy my new home with a lovely garden and a jacuzzi. I also have a new puppy who keeps me very busy. She is a Yorkshire terrier and has grown from 1 pound 4 ounces to 2 pounds 8 ounces. She is a lot of fun and very energetic. Long lost friends: Come by and have a glass of wine!"

1981 | CAL HOMECOMING OCTOBER 13-16, 2011

John Spilman, BS, of Mill Valley, Calif., was recognized by the *Daily Journal* as one of the top 25 clean technology lawyers in California for his two decades representing renewable energy developers, especially wind energy projects. John also serves as general counsel to Solar Land Partners, as well as Gridflex Energy, while maintaining his of-counsel relationship with Cleantech Law Partners, a boutique law firm.

Joann (Martens) Weiner, BS, of Washington, D.C., joined Bloomberg as an editor in February. She is on the board of Stoddert soccer as treasurer and the board of Lafayette Tennis Association as secretary. She is also the finance chairman on the board of Community Tax Aid.

1985

Christa Pedersen, BS, of Danville, Calif., provides resource-based consulting services through Robert Half Management Resources. She writes, "I also wear a recruiting hat, so please contact me if you are seeking a new position. I would be happy to help. We've started a quarterly nonprofit forum for executive directors to network, and I'm looking for more members. christa.pedersen@rhmr.com. Join me on LinkedIn."

1986 | CAL HOMECOMING OCTOBER 13-16, 2011

Michael Belkin, BS, of Bainbridge, Wash., writes, "I've been advising hedge funds, via the Belkin Report, for 20 years, since prop trading at Salomon Brothers. For the human race, I'm an advocate for vaccine safety and choice (having lost a child to a vaccine adverse reaction). See the new book, *Vaccine*



Michael Belkin, BS 86

Alumni Accolades & Accomplishments

All the President's Men (and Women)

President Barack Obama appointed two Haas alumni and one professor to two influential advisory panels this year.

Adobe Systems CEO Shantanu Narayan, MBA 93, was appointed



to the President's Management Advisory Board, which held its first meeting March 11. The advisory board's mission is to provide advice on how to implement best business practices on matters related to federal government management and operation.



Meanwhile, Intel CEO Paul Otellini, MBA 74, and Prof. Laura Tyson were appointed to the President's Council on Jobs and Competitiveness, which met for the first time in February. The council is focused on finding new ways to promote growth through investments in American business in order to help the U.S. labor market.



Shantanu Narayan, MBA 93; Prof. Laura Tyson; Paul Otellini, MBA 74

Prof. Carl Shapiro also was confirmed this spring as one of two members of the president's Council of Economic Advisers.

Three Young Grads Honored at Gala

The Cal Alumni Association awarded the Mark Bingham Award for Excellence in Achievement by a Young Alumnus to three Haas graduates at its annual gala in April: Victor Pineda, BS 03, MCP 06 (City Planning), and Kristin Richmond and Kirsten Tobey, both MBA 06.

Pineda was honored for helping to educate and inspire disabled young people to overcome their challenges. Since founding the Victor Pineda Foundation in his dorm room in 2002, he has been steering his wheelchair away from preconceptions and limitations and making it his life's work to help others do the same.

By mobilizing partnerships with UNICEF and others, Pineda has

PEG SKORPINKSKI



Kristin Richmond and Kirsten Tobey, both MBA 06, with Victor Pineda, BS 03, MCP 06 (City Planning)

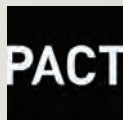
been able to put over \$1.6 million towards educating and inspiring youth with disabilities, particularly in the Middle East. His World Enabled Initiative has even been recognized by the United Nations.

Richmond and Tobey were recognized for launching a new movement to provide fresh, affordable, healthy foods in public schools.

The pair launched their venture, Revolution Foods, as Haas students. A few months after receiving their MBAs, they won the grand prize in the 2007 Global Social Venture Competition.

After starting in three California schools, Revolution Foods expanded to currently serve more than 40,000 students in several states. Richmond serves as CEO of the Oakland-based company and Tobey is chief innovation officer.

Let There Be Lanterns



Question: What do underwear, Haiti, lanterns, and Bill Clinton have in common?

Answer: Jeff Denby and Jason Kibbey, MBA 08, the founders of PACT Underwear, an organic underwear company that gives 10 percent of its revenue to social causes.

Earlier this year, PACT sent 750 solar-powered lanterns to Haiti, purchased with proceeds from the company's Winter Lights Collection.

The effort drew fan mail from high places. In a letter to PACT, former President Bill Clinton quipped, "What a creative way to make a difference!" Praising the company for focusing on sustainability, Clinton added, "Keep up the good work!"

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

Alumni Notes

Epidemic. I wrote a chapter on the vaccine bubble and the pharmaceutical industry. The theme of the book is that vaccination choice is a fundamental human right. Also see www.therefusers.com for my original rock band and newsroom capturing that old Berkeley spirit of the anti-war movement—this time against medical tyranny. Vaccination Über-Alles!"

Jeff Myers, BS, of Washington, D.C., writes, "After 20 years of consulting to governments as part of KPMG and then Booz Allen Hamilton, I've moved to a smaller company that focuses on government transparency. As a principal with REI Systems, I help get information to the public about government operations via websites, including www.data.gov, www.USAspending.gov, www.ITDashboard.gov, and the upcoming Performance.gov—all of which REI developed and operates. Let me know if you'd like to learn more (JMyers@reisys.com). In an effort to combat the continuing confusion about my work, KPMG is not a radio station, Booz Allen does not promote alcohol, and REI Systems does not sell sleeping bags!"

1987

Jonathan Wu, BS, of Alameda, Calif., recently launched NAVinture, which provides business intelligence consulting services and solutions. NAVinture helps companies improve their performance by creating actionable information solutions through the use of advanced analytics and closed loop business intelligence.

1991 | CAL HOMECOMING OCTOBER 13-16, 2011

Belinda Martinez-Canez, BS, of Oceanside, Calif., writes, "I've come full circle with my 10 years of corporate experience in buying, inventory management, sales, and marketing. Demanding



Belinda Martinez-Canez (right), BS 91, with World Vision Ambassador Vicki Casper during a "Nonprofit Soiree" that Martinez-Canez's Cafecito coffee shop sponsored.

corporate life changed to demanding family life with the birth of my two boys, Julian and Lucas. As a result, I needed the flexibility of creating my own schedule and being able to work from home. So, for the last six years, I've pioneered a newly developed beach services program in Oceanside, and have owned Cafecito, an organic coffee shop located right on the beach. I never thought I would wear so many hats in my life, but it's been an exciting process. I meet the four corners of the world at my establishment as I did once in Berkeley as a student and can appreciate all the doors that Berkeley opened up for me. Thank you Cal."

1992

Jennifer Gandin, BS, of Los Angeles, and her husband, Peter Tontonoz, welcomed their first child, Eve Rachele, on Jan. 7, 2011.

1993

Kevin Crow, BS, writes, "Eighteen years since I graduated? Wow. I'm doing great here in Sacramento with my wonderful wife, two kids, two cats, two dogs, one fish, and our hamster, George. Professionally, I'm working for Intel trying to educate the world on how solid state drives can save a lot of money in IT budgets. I still have season tickets and make all the football games that soccer coaching allows. Go Bears!"

1994

Regina Eberhart, BS, see MBA 2005 notes.

Loc Huynh, BS, of Oakland, Calif., is studying acupuncture and Chinese herbal medicine.

Eric Wold, BS, of San Francisco, Calif., writes, "After five years working out of the New York office, I relocated back to San Francisco and am glad to be in the Bay Area again. I will continue as director of research with Merriman Capital while also heading the Global Consumer and Media Group, with my coverage focusing on the movie industry and associated technologies. I look forward to catching up with everyone now that I'm back in town and am ready to watch the Cal Bears dominate this year as I'm living only a few blocks from AT&T Park. Go Bears!"

1996 | CAL HOMECOMING OCTOBER 13-16, 2011

Eleen (Hsu) Agustin, BS, of Alameda, Calif., finished her first full year as a retail storeowner and first-time employer last year and is looking forward to what her second year will bring. She recently celebrated her three-year wedding anniversary with fellow Cal grad **Jimmy Agustin, BS 98**, and now also plays a role in Delivering

Happiness, the company launched by Zappos CEO Tony Hsieh and run by yet another Cal grad, **Jennifer Lim, BS 88**. Eileen invites you to stop by her shop, Modern Mouse, in Alameda, where talented crafters and artists sell their fun and unique handmade items.

Robert Boyer, BS, of Los Angeles, finished the first draft of his first novel in January and is currently working on editing it as well as starting on the sequel.

1997

Aisha (Kelley) Hunt, BS, writes, "I'm very excited about 2011. My husband, Andrew, and I continue to enjoy living in Moraga, Calif., with our two wonderful dogs, Titan and Cujo. I've just launched Budinger Hunt PC, an investment management law firm in San Francisco with fellow Cal alum Kim Tomsen Budinger. Kim and I are enjoying leveraging our collective 20 years of investment management legal experience to help investment managers comply with post-Madoff laws, including the Dodd-Frank Wall Street Reform and Consumer Protection Act."

Sybil Yang, BS, writes, "It's been so long since I've been back to the Bay Area, but I look forward to making it my home once again. I am currently finishing my Ph.D. at Cornell University, and will soon start an assistant professorship at San Francisco State's School of Business. I will be within the hospitality and tourism department teaching food and beverage management and service operations management. I welcome anyone who wants to collaborate and give back to higher education. Cheers!"

1998

Rachel (Silberman) Kruse, BS, of Milwaukee, is the founder and CEO of Organicville Foods Inc., a full line of organic items in over 7,500 grocery stores nationwide. Organicville Foods products are also carried in stores in Canada, Mexico, Asia, and the Middle East.



Rachel Kruse, BS 98

1999

Scott Orn, BS, of San Francisco, writes, "As a side project, I've been building a network of patient-to-patient support sites called Ben's Friends (www.bensfriends.org)

for people with rare diseases. After two years we've grown to 25 networks and serve almost 10,000 patients with rare conditions who have no other options. It's been incredibly rewarding to give people a place to go to find information and support when they need it the most."

2000

Dave Silverberg, BS, of Pittsburg, Calif., got married two years ago in his wife's hometown of Tlacotalpan, Veracruz, in Mexico. They are enjoying spending time with their son, Jack (10 months).



Dave Silverberg, BS 00, with wife Ileana and son Jack

David Wilson, BS, of New York, was recently promoted to CEO of Watts Capital Partners, a boutique wealth management firm serving individuals, families, and trusts. Despite the volatile market, the firm has had success growing the business and helping clients with wealth management issues. David joined Watts Capital Partners in fall of 2009 after nine years at Barclays Capital and Lehman Brothers.

2001 | CAL HOMECOMING OCTOBER 13-16, 2011

Michel Theodas, BS, of Singapore, has been at Citi Private Bank for eight years. In his present role, he advises clients on constructing and maintaining tactical and strategic investment portfolios. He writes, "I tied the knot with my best friend and lover, Jocelyn, in February."

2002



Jennifer Landig, BS 02

for social good. I moved to Madrid to conduct marketing research for a small startup seeking to bring and retain women in the workforce and

Jennifer Landig, BS, of New York, writes, "Since graduating from Haas, I have been seeking experiences to combine business and international relations by using my business skills

promote a work and life balance. After leaving Madrid, I received a contract to manage the operations of an ancient abbey in France that hosted study abroad students, master musicians, and theater programs. After nearly two years in Europe, I decided to return to California, where I joined the team at a cultural exchange organization in San Francisco. In this capacity I traveled the world working with international students and training overseas partners. I pursued my master's degree at NYU's Center for Global Affairs, where I studied in Cuba, explored South America, interned at the United Nations, and traveled to Turkey for a business development consultancy. I returned to Turkey to conduct field research for my thesis, evaluating European Union funding for women's empowerment projects, which combines my passion for women's development and my background in private enterprise and entrepreneurship. My article was due to be published in the spring of 2011. I am consulting in New York and hoping to find a career opportunity that brings me back to the Bay Area. <http://www.linkedin.com/in/jenmarieandig>"

Jacqueline Leao, BS, of São Paulo, Brazil, writes, "I'm back in Brazil after 21 years of living in the USA. Brazil is growing at a high speed, but the regulations, bureaucracy, corruption, and the lack of infrastructure makes it complicated. I am working for an importing company, and I have to deal with all types of barriers. I am also trying to validate my diploma from the United States in Brazil, which has been very difficult. The Ministry of Education makes the whole process cumbersome and expensive. On the other hand, Brazil is a wonderful country and full of opportunities. I love the fact that I can just drive to my family's house and enjoy the farmland, parties, good meals, and lots of love. You can contact me at jacqueline_leao@haasalum.berkeley.edu. Go Bears!"



Jacqueline Leao, BS 02

Christopher Zobrist, BS, of Saigon, Vietnam, writes, "Hi fellow alums from Vietnam! I'm starting an angel investors group as well

as a seed fund that I hope will help to develop the entrepreneurial ecosystem here. As always, if you're ever venturing out this way, please drop me a line at czobrist@cal.berkeley.edu. Go Bears!"

2003

David Galich, BS, of Huntington Beach, Calif., recently married Jenna Russell on Jan. 8, 2011, and will soon complete his MBA at USC's Marshall School of Business. He will be starting a new career as a senior consultant with Deloitte Human Capital in August.

Victor Pineda, BS, of Los Angeles, was awarded the Mark Bingham award for Exceptional Achievement by a Young Alum by the University of California Alumni Association during the 2011 Charter Gala. With partners, the Victor Pineda Foundation has dedicated over \$1.5 million toward educational, arts, and training programs for disabled youth. One program, the Youth Ability Summit, done with the Open Hands Initiative in Damascus, launched the world's first Muslim disabled superhero, the Silver Scorpion. The mission of the Victor Pineda Foundation is to educate, inspire, and inform a global audience on the capabilities and potential of young people with disabilities. Victor writes that his experience as a person with severe disabilities informs and inspires all the work he does.

Yacy Zand, BS, writes, "Living in Washington, D.C., in case anyone passes through here. (Please do come and help us with the federal budget!) I got married last year to my sweet French husband with a cherished Haas friend in attendance to help celebrate. I am working at the World Bank and happy to connect with anyone interested in our financial and private-sector development work."

2005

Yvonne Chen, BS, of San Francisco, writes, "Life is really good. I've been at Facebook for the last three years and have worked in several different departments. Starting off in an operations role, I then moved on to account management, then did a bit of training, and now I'm in product marketing. I am lucky to have been able to see so many areas of the business. My current role is very interesting as I'm focused on our suite of local business products and am gaining many new skills and working with very intelligent and experienced people. On the weekends, I'm still hanging out with Cal friends, traveling when I can, and volunteering for an organization called Upwardly Global that helps educated immigrants find good jobs in the Bay Area."

Alumni Bookshelf

The Running Life

Michael Dove, BA 68, MBA 70, and Donald Buraglio

Michael Dove, BA 68, MBA 70, retired in 2005 after a 35-year career in management information systems, but he didn't stop running. Dove, one of the best U.S. masters runners in the over-40 age group, has been co-writing a twice-monthly column on running and fitness in the *Monterey Herald* for the past six years with his running buddy Donald Buraglio. They decided to turn their best columns into a book, and *The Running Life* was born. Written in a friendly, conversational tone, their 98 columns have covered everything from sex to finding happiness—all offering a look at life from a runner's perspective. Their book also includes a section on the Big Sur International Marathon. Dove, whose father and son also went to Cal, serves on the Big Sur Marathon's board of directors.

Leading Change in a Web 2.1 World

Jackson Nickerson, MBA 90, PhD 97

Imagine telling your boss that a department reorganization is wrong-headed via a secured anonymous email and he responds to your concern in a video

message to everyone in the company. Fiction? No, it's "ChangeCasting," a term Jackson Nickerson, MBA 90, PhD 97, coined to describe a new web-based approach to communication. In his new book, Nickerson, the Frahm Family Professor of Organization and Strategy at Washington University in St. Louis' Olin

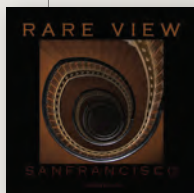
Business School, explains how ChangeCasting is a powerful way that CEOs and managers can harness video to lead and accelerate change within their businesses. The idea behind ChangeCasting: create a two-way street between the corner office and employees at every level of an organization via frequent and focused brief video messages from the CEO and secure, anonymous email feedback from employees. Nickerson, who wrote his how-to guide with busy managers in mind, provides examples from several companies who have integrated ChangeCasting into their management process.

Rare View San Francisco

Tushar Routh, MBA 05

Tushar Routh, MBA 05, calls his first book a 148-page "photographic documentary" of San Francisco and the Bay Area. His rich color and black-and-white images document the good, the beautiful, and the ugly of San Francisco and its surrounding

area in seven distinct chapters. With its first image of the Golden Gate Bridge—taken from a unique perspective looking upward—the book begins with landscapes and then moves on to architectural images, culture, and lifestyle. It ends with a chapter titled "Departures," featuring demolition and memorials. The images include classic Victorians in black and white, close-up shots of white magnolias at Golden Gate Park, and City Hall illuminated red at night. There is also homelessness, tattoos, and decay. To survive as art, Routh says, photography must evolve from a single shot to a multifaceted story. His photography tells the story of San Francisco.



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Alumni Notes



Varun Paul, BS 05

Varun Paul, BS, of Berkeley, Calif., writes, "Since graduation, it has been an adventure. I worked for a Fortune 500 energy firm for three years and took time

to work on the Obama 2008 campaign, nationally organizing and leading volunteers in various states. It taught me a great deal about motivating people and organizational structures, and employed some of the management and finance concepts from Haas and my career. I then had the good fortune of administering small portions of the Stimulus Act and then jumped into biotech consulting with the opening of my small consulting/staffing startup, Analytix, eventually leading to a finance role with another biotech powerhouse here in the Bay Area. Now I'm at the stage of pondering the conundrum that is graduate school. Who knows what will happen in 2011? I look forward to catching up with old friends at the next alumni event. varun1@haas-alum.berkeley.edu. Go Bears!"

Lonnie Yates, BS, of Chicago, writes, "I recently started a new position with Huron Healthcare. I provide operational improvement solutions to health care providers. Specifically, I work in contract services focused on non-labor cost reduction through strategic sourcing and process improvement. It's a great job with a great company. If you have experience with health care and a desire to create change, this is a great place to work. I'm also recently engaged and will be marrying my amazing bride in August. I think she is the best, even though she's an Oregon Duck. We love Chicago and live in



Lonnie Yates, BS 05, and fiancée Patricia Quadro

the Bucktown neighborhood with our two dogs, Buford and Dixie. I would love to connect with alumni, so please feel free to get in touch. layates@gmail.com."

2006 | CAL HOMECOMING OCTOBER 13-16, 2011

Libby Leffler, BS 06, and Porter Felton were recently engaged in San Francisco. Porter proposed to Libby with a surprise sunset proposal on the terrace of the Swig Suite penthouse at The Fairmont San Francisco.

While Porter graduated from the School of Film & Television at Loyola Marymount University, he holds a great fondness for UC Berkeley in his heart. Libby and Porter met in 2006 through a mutual friend, but started dating in 2010. The two discovered, only by coincidence on their first date, that Libby's mother, **Paula Zagaris Leffler, BS 78 (Econ.),** and Porter's mother, **D.D. Felton, BS 78 (Stat. & Math),** lived together at Pi Beta Phi while attending Cal as undergraduates.

Libby is currently the chief of staff to the chief operating officer at Facebook. Porter is the executive producer at Nextive, a San Francisco-based mobile and social development firm that acquired his startup in 2010.

The happy couple met up with a very old and dear friend on campus at Cal to share the happy news of their engagement. Needless to say, Oski was fully supportive, if not a little overly excited. A winter wedding is planned in the Bay Area.



Libby Leffler, BS 06, and fiancé Porter Felton celebrate their engagement on campus with Oski.

2007

Anna Dickstein, BS, writes, "After staying in the Bay Area for four years after graduation (working in pharmaceutical market research and consulting), I'm very excited to join UCLA Anderson's Class of 2013. If you are in the Los Angeles area, please reach out."

2008

Benjamin Wu, BS, of Portland, Ore., works in strategic planning at Nike Inc.

2009

Kourosh Zamanizadeh, BS, of San Francisco, writes, "After graduating from Haas and moving to San Francisco I wanted to find a way to keep in touch with my old classmates and friends. I recently cofounded a professional networking organization called Young Professionals of San Francisco (YPOSF) with my two colleagues **David Smith, BS 08**, and Jeff Whitlow. YPOSF is a nonprofit that seeks to provide a forum for motivated young professionals to share ideas and network in an enjoyable environment. Our events are hosted at restaurants in San Francisco's Financial District on the last Wednesday of each month. Our members include graduates from all across the country, but I'd love to have some more Bears at our next monthly event. Learn more about YPOSF at: <http://www.facebook.com/YPOSF>."

MBA

1962 | 50th MBA REUNION
APRIL 26-29, 2012

Donald Fraser, MBA, was elected chairman of the Robert Louis Stevenson Museum in St. Helena, Calif. He writes, "Our museum has the largest museum collection of Robert Louis Stevenson artifacts in the world. We have over 11,000 items, and many of them are on permanent display. The RLS Museum is part of the St. Helena Library Complex and located on Library Lane in St. Helena. To learn more check our web site: www.StevensonMuseum.org. We are open Tuesday through Sunday from noon to 4 p.m. There is no admission charge, and everyone is welcome."

1967 | 45th MBA REUNION
APRIL 26-29, 2012

1969

John Longinotti, MBA, of Berkeley, writes, "After 20 years in the asset-backed finance business in San Francisco and then serving as CFO in several venture-backed firms in the Bay Area, including one bubble-driven IPO, I have found a niche doing interim CFO engagements for companies working through special circumstances. I am engaged at Arbonne International in Irvine as the full-time interim CFO. Arbonne makes and markets botanically based skin care and nutrition products, which it sells through a network-marketing system. Having reorganized through a Chapter 11 process in 2010, the company

needs to complete a tough audit, maneuver tight loan covenants, and reestablish its financial infrastructure. I previously served in a similar capacity with iREIT, a Houston-based company that was set up with venture backing to arbitrage on Internet domain names. It got into trouble when it overextended its capital. Other similar experiences have included Loyalty Matrix, Pendergast Logistics, and UltraDNS."

1970

Michael Dove, MBA, of Corral De Tierra, Calif., retired after a 35-year career in management information systems. He now devotes his volunteer time to running and youth fitness. He recently won a National Jefferson Award for developing the nationally acclaimed youth fitness program, Just Run (www.justrun.org). It's free to schools and is now used in 17 states with over 7,000 children participating. He is on the board of directors of the Big Sur International Marathon and several other races in Monterey County. He also writes a running/fitness column in the *Monterey Herald* and has recently published a book, *The Running Life*, with co-writer Donald Buraglio.

Lee Miles, MBA, of Cartagena, Colombia, writes, "I feel like the MBA who took the road less traveled. Although I started in the international banking division of Citibank upon leaving Cal, I soon realized that my interests were not corporate but entrepreneurial, and left to found a precious metals and jewelry supply company in the Bay Area. Six years later the move was to the eastern plains of Colombia and a ranchland development deal. Within a year, still back in the '70s, came a final move to Cartagena, a magnificently preserved Spanish colonial city on the Caribbean coast of Colombia. Here I have been involved in manufacture and sale of fine emeralds and jewelry, as well as tourism development, tour operations, and publishing. Five years ago I was the president of the American Chamber of Cartagena when it was hosting several of the negotiating meetings for the U.S./Colombia Free Trade Agreement that may, at long last, secure ratification by the U.S. Congress in the next couple of months. Whether it is emeralds that you are interested in, or having a Haas contact with deep local knowledge of the business and cultural landscape of Colombia, you are all welcome to get in touch. It is always short-sleeve sailing weather in Cartagena."

1971

E. Ray Gamble, MBA, writes, "My professional career started as a consultant and CPA with Accenture, a global management

consulting, technology services, and outsourcing company, and progressed as controller, vice president of finance, and chief financial officer for high-technology medical companies in Silicon Valley and San Diego. I was startup CFO for three of the 10 medical device companies that went public in 2000, as well as vice president and CFO, and later chairman of the board, of Strategic Information Group International, a systems integration and software consulting firm for life science companies. I currently serve as chairman and acting executive director of the Let Us Be Well Foundation, as well as managing director of MD Partners LLC, providing advisory services to medical device, pharmaceutical, and biotech companies. My last assignment was in the group controller's office of Genentech's 2 million-square-foot manufacturing plant in Vacaville, Calif. Being semi-retired in a small rural community, an avid Craigslist and eBay buyer and seller, and a Certified Natural Health Professional, I am planning on pursuing a later-life career as a natural health doctor. Living on a six-acre ranch/farm 10 miles southeast of Red Bluff, Calif., my immediate family consists of me, my lovely wife, and my special-needs brother. In addition, I have two stepdaughters, two sons-in-law, three cute granddaughters, four dogs, and two horses. More animals will be added soon. Life is good!"

David Jones, MBA, of Renton, Wash., writes, "I retired from Boeing's test and evaluation group in March, in my 'second career' after my first retirement from United Airlines in San Francisco in June 2003. My wife, Linda, and I moved cross-country to the Washington, D.C., area where I joined Boeing's air traffic management group. A little over a year later we moved again to Seattle for another Boeing position. My last job at Boeing was director of flight operations of the future, and it involved working with our pilots and engineers defining changes to Boeing airplane flight decks and how customers fly the airplanes. Our move to the Northwest enabled me to get serious about skiing, as we live within about an hour of two Cascade ski resorts. I improved my technique in a weekly night skiing clinic and skied every Tuesday with a senior group. Being close to Vancouver, our entire family was able to enjoy a once-in-a-lifetime experience attending five events at the Winter Olympics in 2010. To share my passion for airplanes with others I serve as a docent at the Seattle Museum of Flight, giving tours to visitors and working with school groups and Boy Scouts. I also serve as a mentor to students at Aviation High School, a public high school opened in 2003 to serve area students interested in science and engineering."

1972 | 40th MBA REUNION
APRIL 26-29, 2012

1974

Gale Wrausmann, MBA, of Carmel, Calif., writes, "When you visit Carmel, be sure to come on my popular walking tour featuring its history, architecture, and artistic heritage. I have been giving 'Carmel Walks' for 15 years. The website www.carmelwalks.com has details."

1976

Sharon (Murchison) Hayden, MBA, of Oakland, Calif., retired in 2005 from the University of California Office of the President, where she served 28 years. In the last half, she was assistant director of labor relations, representing the university in collective bargaining contract negotiations for academic and staff units and managing related litigation and policy for labor relations at all locations. She volunteers for an Oakland schools tutoring project and is a board member of All for Villages, working with the humane society in the tsunami-affected area of Thailand and assisting with HIV-AIDS health concerns of Burmese immigrants. She lives part time in Los Bariles, Baja Sur California, Mexico, and contributes to humane society activities and the local Baja Shakespeare festival. She writes about Haas, "I appreciate the school's reputation for corporate responsibility and wish that they did not charge so much for the business school tuition. I was a recipient of some assistance, and the low tuition was most helpful in mid-'70s. Our class had a recession to face as the last few did."

1977 | 35th MBA REUNION
APRIL 26-29, 2012

Joseph Carlson, MBA, of Monument, Colo., retired a couple of years ago after a 30-year career as a CPA and business owner in Alaska, Oklahoma, and Colorado. He and his wife, Kathy, have three young children: Michael (7), Andy (6), and Lily (4). He writes, "Our days are filled with family activities, such as Cub Scouts, dancing lessons,



Joseph Carlson, MBA 77

Alumni Notes

school, church, riding bikes, etc. Our other five children (Randy, Karin, Cynthia, Jessica, and Jamie) are now grown with families of their own. Last year we spent six weeks in Costa Rica enjoying the beaches, and this year we're planning on a trip to Uruguay to try the beaches there. Every year is a new travel adventure. Laughlin River Run in April—love the motorcycle."

Joi Grieg, MBA, of Washington, D.C., was appointed assistant director of research and development for the Library of Congress Information Technology Services in the Office of Strategic Initiatives. Joi writes, "It's an awesome institution covering a broad range of activities, and I'm truly proud of being there. On the personal front, we expect to have our first grandchild in November."

Michael Peter, MBA, of Chula Vista, Calif., writes, "I have started my own firm, Bravo Zulu Business Financing Inc. We are commercial loan brokers, handling commercial mortgages and business loans for clients of all sizes. We are affiliated with Commercial Capital out of Atlanta, which includes over 300 net branches across the country. Our nationwide funding sources allow us to handle loans that local lenders cannot or will not fund."

1978

Jerry Butzer, MBA, announced the launch of a website www.NewportBayPrivateEquity.com to bring together private capital with promising commercial real estate projects. Butzer and Jane Persh, MBA 94 (Civil Eng.) founded their firm Newport Bay Private Equity in 2008. (Butzer is the acquisitions partner in Dallas



Jerry Butzer, MBA 78

and Persh is the acquisitions partner in Los Angeles.) Butzer writes, "Large development and investment projects in all sectors of commercial real estate will be funded by Newport Bay's various partners and affiliates. The first NB private equity fund will be structured later this year (2011), to acquire various properties and real estate companies throughout North America. The financing and production of motion picture projects is being planned for 2012 in Los Angeles."

1979

Lora Martin, MBA, of Santa Cruz, Calif., was named a fellow by the American Association for the Advancement of Science. She is director of strategic policy initiatives and government affairs for the California Council on Science and Technology. She has extensive experience working with academia, industry, and the policy sectors and has been involved with projects involving climate change, biodiversity, and oceans, as well as land use, groundwater remediation, and military base conversion. In addition, she has led the development of the California Science and Technology Policy Fellowships program, which places PhD scientists and engineers in the California legislature.

1980

Mark Coles, MBA, of McLean, Va., has been the deputy director for large facility projects at the National Science Foundation since 2003. He was previously observatory head at the Caltech/MIT Laser Interferometer Gravitational-Wave Observatory near Livingston, La., a National Science Foundation-funded experiment to test a prediction of Einstein's formulation of general relativity. He held previous positions at the Superconducting Super Collider, Schlumberger, and in the physics department at Carnegie-Mellon University. He writes, "I've always been interested in the intersection between big science and management. I'm grateful to the Cal Business School for making possible the opportunity for me to complete an MBA thesis on this subject, which was squeezed into what little spare time I had while completing my Ph.D. in experimental high-energy physics in the Berkeley Physics Department. I'm pleasantly surprised that science and management turned out to be a continuing theme in my career. Most of my current focus is on project management issues in NSF's major multi-user research facilities (telescopes, research vessels, major laboratories, the IceCube neutrino detector at the South Pole, etc.), but I also enjoy contributing to federal government science policy discussion in Washington, D.C., and especially to considerations of how to foster international collaboration in the domain of large-scale scientific research."

Michaela Rodeno, MBA, of Napa, Calif., writes, "In April we celebrated the 21st birthday of Women for WineSense, a national organization I cofounded with Julie Johnson in 1990 to foster responsible enjoyment of wine. I'm proud to report it is still going strong. In August our family is reintroducing its artisanal Villa Ragazzi Sangiovese, long absent from the wine scene

due to a vineyard replant. This has brought me back to my earliest go-for days in the wine business. It's been a long time since I undertook some of these tasks personally, and much has changed. Thanks to social media, marketing is now cheaper and faster. Digitization makes printing labels cheaper and faster. Tech makes everything from organizing supplies to scheduling tastings more efficient. The Bureau of Alcohol, Tobacco & Firearms has morphed into the Trade & Tax Bureau, but its new online application has not improved the lead time for label approval. (I'm already worried about missing our bottling date.) Direct shipping is now legal in 37 states, though compliance with 37 sets of rules is wildly complex. Competition is global and fierce. The good news is that more Americans than ever (one-third of the adult population) are enjoying wine. If you'd like to review my first attempt at creating a website, go to www.villar-agazziwine.com. We're on Facebook, too, with tech support from the ragazzi. Twitter is not for me, as you can tell by the length of this note. For relief from all the wine activity I serve on trade association and corporate boards, work that I particularly enjoy. I have just wrapped up 10 years on the board of Silicon Valley Bank Financial Group, an outstanding company with a highly engaged board. I hope to find another as good."

1982 | 30th MBA REUNION APRIL 26-29, 2012

After 19 years away and stints at Apple in Paris, Compaq in Munich, and SAP in Boston, **Douglas Draper, MBA**, is returning to the Bay Area as head of sales enablement and leadership development at Equinix. The company is a leading provider of international business exchanges (basic infrastructure and ecosystem on which the Internet and cloud computing rest).

1985

Michael Henry, MBA, is vice president of business development at Athena Diagnostics Inc., a part of Thermo Fisher Scientific. At Athena, he collaborates with gene hunters who discover new disease genes, launches new genetic tests, and serves on the senior leadership team that is selling Athena to Quest Diagnostics for \$740 million. Having played in Dow Jones and the Industrials, the Haas rock band from 1983 to 1985, Henry plays bass in the Artifacts, the Massachusetts Biotechnology Council band that recently rocked the MassBio annual meeting. He lives in Needham, Mass., with his wife, Patricia, and sons, Mickey (15) and Alex (13).

1987 | 25th MBA REUNION APRIL 26-29, 2012



Pamela Moraga, MBA 87

Pamela Moraga, MBA, of Ashburn, Va., writes, "Life is great in the Washington, D.C., metro area. My husband and I enjoy traveling and visiting family and friends. My current employer is

Hewlett-Packard Co. I work as a business development executive in the U.S. federal business, which is part of HP's Enterprise Business Group."

1990

Manoj Goel, MBA, led a Cisco (USA) Research delegation to leading Indian Universities for industry-academic collaboration and was felicitated by New Delhi Chief Minister Sheila Dikshit.



Manoj Goel, MBA 90, meets New Delhi Chief Minister Sheila Dikshit during a Cisco research trip to universities in India.

Hugues Ogier, MBA

writes, "I am almost done with my assignment as a consular officer for the State Department in Seoul, Korea. I will be relocating to Tokyo this summer where I will run the American Citizen Services unit of the U.S. Embassy. I will finally be reunited with Joyce, who will have finished her one-year assignment in Kabul by then. No. 1 son (who was around during my time at Berkeley) is at the Naval Academy and No. 2 will move to Japan from Korea with me. Hope everyone is doing fine. I am looking forward to spending time with the Nakamura family in Honolulu this summer. Go Bears!"

Christopher Seefer, MBA

of San Francisco, writes, "During 2010 I served as director of investigations and deputy general counsel for the Financial Crisis Inquiry Commission, which was formed by Congress to examine the causes of the financial and economic crisis in the United States. During that time

we held 19 days of public hearings, interviewed more than 700 witnesses, and reviewed millions of pages of documents. Our final report was presented to President Obama, Congress, and the American people on Jan. 27, 2011."

1991

Jerome Lerman, MBA, of Foster City, Calif., writes, "I'm in my 29th year at Wells Fargo, but I've converted to a part-time position, enjoying four-day weekends every week while still contributing as a risk management consultant in small-business lending. My wife, Eve, continues teaching English as a second language, now in her 34th year at Skyline College. Our son, Jacob, has taken a new sales position with Right Now Technologies, and our daughter, Beth, is working in New York at Brooklyn Law School. My 'other career' playing competitive Scrabble continues unabated: I just returned from Calgary, Alberta, where I was one of seven on the U.S. team, challenging Canada in the annual Can-Am competition. Our teams tied 49-49, with the U.S. team retaining the Can-Am Cup."

Ozdil Nami, MBA, of Nicosia, Cyprus, writes, "My wife, Sibel, and I are living in our hometown, Nicosia, Cyprus, together with our son Volkan (14). I am a member of Parliament since 2004 and until a year ago was the chief negotiator to resolve the Cyprus issue from the Turkish Cypriot side. Aside from politics I am lecturing at a university on a part-time basis. We recently moved into a new house, which has an extra room always ready for friends who would like to come and visit!"



MBA alumni from the class of 1991 celebrated their 20th reunion at a party in Tokyo to mark this milestone.

MBA alumni from the class of 1991 held a 20th reunion party in Tokyo in April. **Jon Tanaka, MBA**, writes, "We had a wonderful gathering as most of us have not seen each other in several years. Rest assured that these Haas MBAs are positive and confident about Japan's prospects and are doing whatever

they can to accelerate the recovery! They were also very kind to make a collective donation of JPY 150,000 for Haas."

Editor's Note: In light of the recent disasters in Japan, Dean Rich Lyons was greatly moved by the chapter's generosity and support.

Yasunori Nakagami, MBA, of Tokyo, Japan, writes, "It's already been six years since I started a fund management business after almost 20 years as a management consultant. These years were a very tough environment, but luckily enough, we have outperformed stock indices over 50 percent for these three years. I am now getting a bit confident of our approach, not just investment but also providing hands-on work. Hope I can continue this until I become an 80-year-old experienced investor with philosophy and wisdom. Family-wise, I am very happy with my wife, Coco, and 13-year-old daughter, Kyoko. Kyoko wants to study in the United States and now works hard to learn English. Private-wise, I became a hard-core surfer, riding waves every weekend even in cold winter. I wish I would have started this while I was in Berkeley."



Yasunori Nakagami, MBA 91

Steven Ramirez, MBA, writes, "I have the pleasure of working with **Tony Pines, MBA 90**, **Shaw Taylor, MBA 92**, **Brandon Purcell, MBA 09**, and our talented team to grow an industry-leading management consulting firm. Beyond the Arc Inc. is based in Berkeley, and we have over a dozen professionals on staff. Forrester Research recently recognized us as one of the top 15 firms in customer experience consulting, and we specialize in the rapidly emerging field of predictive analytics. We have significant traction helping Fortune 50 companies build stronger customer relationships via Voice of the Customer programs. We've been able to pinpoint actionable insights from customer feedback, including comments mined from social media. We're always interested in talking to recent grads and look forward to adding a few more Haas alumni to our team."

1992 | 20th MBA REUNION
APRIL 26-29, 2012



Peter Aronson, MBA 92, with daughters Maddie and Lizzie and wife Julie

Peter Aronson, MBA, writes, "Greetings from the Pacific Northwest! Wife, Julie, daughters, Lizzie (16) and Maddie (12), and I have now been in Lake Oswego, Ore., for eight years and while the climate may not always be suitable for Bears, we've managed to survive and even thrive in the land of Ducks and Beavers. After 10 years of consumer brand marketing work with a few Haas-related companies (Dreyer's Ice Cream, Red Envelope Gifts, and Fresh Express Salads), I ventured into franchising with Great Clips hair salons initially in the Bay Area and now in Oregon, Washington, and Idaho. I've enjoyed my association with the company and have even managed to put some of our Markstrat experience to use, though hardly on the same scale we envisioned at the time. Now's the time to visit the Northwest, so drop me a line if you're coming to town."

1994

Art Altman, MBA, has been featured in recent issues of *Energy Risk* magazine, on topics such as electric industry implementation of wind, solar, price-demand response, and electric vehicles, as well as implications of federal regulations. He welcomes contact on related topics at aaltman@epri.com (Electric Power Research Institute, Palo Alto, Calif.).

Koji Asada, MBA, of Tokyo, writes, "I visited Berkeley after 17 years since I finished my MBA. I was given a wonderful opportunity to participate in a panel session as one of the panelists at the Haas Asia Business Conference on April 2. The session focused on PE and VC activities in Asia, and I commented on the situation of Japan after the recent earthquake and the prospect of investment initiatives. Berkeley was splendid as ever. I was very happy and impressed at the same time to find everything unchanged. The Haas/Berkeley spirit was alive and it gave me power to move on!"

1997 | 15th MBA REUNION
APRIL 26-29, 2012

Yiannis Galanakis, MBA, of Athens, Greece, writes, "Given the current debt crisis in Greece, my personal venture is not flourishing. However, as always we will prevail

over the difficulties and will exploit new opportunities coming out of the crisis. The world in our close neighborhood is in huge turmoil. Hope something good will come out of this, and will not be disappointed that all these things are happening because of the oil business. Looking forward to get together with any Haas alumni who will visit Greece during the coming summer."

1998

Nancy Hazlewood, MBA, writes, "I moved across the bay to Oakland two years ago and am enjoying getting to know my new community and the weather. I've been playing lots of music with my own group and others throughout the Bay Area. I continue to provide health care consulting services through Hazlewood Consulting Inc., most recently working on the frontier of health care reform on bundled payment and administrative simplification projects."

Michael Trigg, MBA, of Menlo Park, Calif., founded a new startup company, Spitball Entertainment, developing interactive, animated content for kids. He is also a board member of the Palo Alto Community Fund, a community endowment that makes grants to local nonprofit organizations.

1999

Keita Mori, MBA, of Cupertino, Calif., "The company that I founded 10 years ago, SanBio, was selected one of 'Northern California's Top 5 Biotech Innovation News Stories in 2010.' We develop regenerative medicine for cerebral stroke and are currently conducting clinical trials treating patients at Stanford (sorry, no medical school at Cal)."

2000

Rodrigo Prudencio, MBA, writes, "I've rounded 10 years at Nth Power, a pioneering venture capital firm that practically invented the clean-tech category. I am now a partner and leading deals primarily related to energy efficiency solutions. My daughter, Xiomara Kim, is nearly 5 and doing all the things a 5-year-old should do. My partner, Christina, works in public health doing good work in the VA system. Living in Oakland and working in San Francisco, I get to see lots of Haas friends in personal and professional life. Go Bears!"

Charlene (Son) Rigby, MBA, of San Francisco, writes, "My husband, Ben Rigby, and I are happy to share news of the birth of our son, Luca. The birth announcement and too many pictures are at <http://about.me/lucarigby>. I am one of the few folks from my class who are still at the first company

Alumni Notes

they joined out of school, Oracle. I am responsible for Oracle's internal customer relationship management systems and processes. Ben is CTO of a micro-volunteering startup, Sparked.com."

Atsushi Sakahara, MBA, of Tokyo, Japan, writes, "My accomplishment last year was getting my autobiography published. The book is available only in Japanese. The title is "Sarin Gas and Bean Cake" (Kodansha). I am developing a feature screenplay about an over 40-year-old lady with an MBA, who desperately tries to get married. I am also in preproduction of a documentary about Ashesi University, founded by two Haas MBAs. I personally believe someone should introduce the impact they created. I need supporters for this project. If you are interested please let me know. Lastly, we have disastrous earthquakes in Japan at this moment. However, luckily I am fine and I have not lost any spirit yet."

Sonja (Winckler) Velez, MBA, of San Francisco, writes, "After a wonderful 13-year career in finance at Charles Schwab, I've decided to take some time to focus on my personal goal of completing an MFA in writing."

2001

Vivienne Hsu, MBA, of Los Altos, Calif., writes, "Having worked almost seven years at Charles Schwab Investment Management, I finally took my sabbatical in March, although work was mixed with play. After speaking at the World MoneyShow in Shanghai, I got to spend a few days touring the city and took a day-trip to Hangzhou. I also spent another week on a Mexican Riviera cruise with my mom, which was wonderful! It's amazing how four weeks could fly by so quickly!"

Emily Miller, MBA, and **Patrick DeNeale, MBA**, of Oakland, Calif., welcomed twin girls, Bodie and Lucy, on Feb. 11. They write, "We are enjoying midnight feedings, slinging diapers, and explaining away funky new stains on our clothes. Looking forward to introducing them to our class at the reunion picnic."

Jorge Viera, MBA, of Caracas, Venezuela, writes, "It's been a year since a benign but sizable tumor was removed from my chest. I'm feeling pretty well and planning

to run the Chicago marathon this year. Our twins, Luisa and Clara, are now 3 and are super fun to play with. On the job front, I'm working full time as CEO of Cenco Zotti, a chemical distributor in Caracas, and working hard to establish operations in Bogota and Lima."

Melissa Weinstock, MBA, of Arlington, Va., writes, "Jeff and I are excited to announce the arrival of Zachary Aidan on Sept. 6, 2010—two weeks early, but arrived fittingly on Labor Day. A big thank you to **Jonathan Weinstein, MBA 98**, and his wife, Stacie, for taking care of our older son, Max, when we went to the hospital. Things are great, but chaotic with two little boys running around. I returned to work at the FHLBanks Office of Finance in February, where I continue to supply the Federal Home Loan Banks with bond market research and analysis. Look us up if you plan to be in the Washington, D.C., area."

2002 | 10th MBA REUNION APRIL 26-29, 2012

Seong Chen, MBA, writes, "Sue and I have spent four years working and living in Switzerland. The most exciting change for us is the addition of a new family member, Ruth Ling-Ru Chen, who was born in June last year. I still work for Roche Diagnostics but will take up a new role as a project leader for pricing and reimbursement in Basel. It is very likely that we will spend the next four years here, so please drop me an email if you are visiting Switzerland. Auf Wiederluege!"



Seong Chen, MBA 02, with wife Sue and daughter Ruth Ling-Ru

Chris Sklarin, MBA, of Cleveland, Ohio, joined Edison Ventures as an investment manager. Chris writes, "I generate investment opportunities and cultivate relationships with deal referral sources in Ohio and western Pennsylvania. Some of my areas of focus include mobile, health care IT, and e-commerce. I am also continuing my role as director of business development with BioEnterprise, a Cleveland area venture accelerator, where I advise health care IT companies on business formation, capital access, and growth."

2003

Karl Pisor, MBA, writes, "Hello all from Tokyo! We've had a rough few weeks with a huge earthquake, but the family is safe and doing well. I took over as Japan sales director for Lux Research, a U.S. hard-science research firm, in January. Business is growing in Japan, and despite the news to the contrary, I think Japan will emerge stronger than ever from this current crisis. Go bears!"

Hitoshi Koide Toshi, MBA, of Tokyo, Japan, writes, "Hiromi delivered a boy on March 14, just three days after the devastating earthquake. We named him Shunsuke, hoping that he climbs up steep roads with courage. Kaito, his elder brother, Hiromi, and I welcome the new member to our family."

2004

Ross McConnell, MBA, of Auckland, New Zealand, and Hollie welcomed the arrival of son Jed Isaac, Feb. 11, a little brother for Niko (4) and Alec (2 1/2). He writes, "We look forward to introducing the boys to their Berkeley MBA 'cousins' sometime in the future."



Ross McConnell, MBA 04, with Alec, Nico, and Jed Isaac

2005

Don Barnetson, MBA, of Berkeley, Calif., writes, "After working in the semiconductor industry for 15 years, I wanted to see if I could make it as an entrepreneur. Last fall, I co-founded DDT Software to develop an app that would allow users to get all of their favorite video on their mobile device for free, regardless of network availability. It has been quite an education, but in Q2 we will launch an app called TVAnytime. Look for us on iTunes and Android or at www.ddt-software.com, or drop me a line at don@ddt-software.com."

Steve Cobbs, MBA, of Irvine, Calif., has been promoted to vice president, acquisition underwriting, at KBS Realty Advisors. During his four years with KBS, he has closed over \$1.75 billion in real estate acquisitions."

Regina Eberhart, MBA

, of San Francisco, writes, "We just welcomed our first children, David Robert and Nicholas Ryan, on March 2. They arrived a month early, weighing in at just under 5 pounds, but they are gorgeous and very healthy. Mom and Dad are thrilled." Regie is on leave from her job at Williams-Sonoma, where she is a senior manager, running the brand's catalog and Internet finance operations. In between feedings and diaper changes, she is working with MBA classmates **Michelle Lewis** and **Kevan Corbett, both MBA 05**, on the Rashell Young Fellowship supporting Haas students with an interest in health care careers, in honor of classmate Rashell Young, who passed away last November."

As CTO of Decade Software, **Bradley Irby, MBA**, was challenged to reengineer the architecture of the company's main application, more than doubling the productivity of the team and dramatically increasing the quality of the system. Having achieved that goal, he moved on to be the CTO of Financial Navigator, a company that publishes financial management software tailored for partnerships, trusts, and other wealth management vehicles. He still lives in Burlingame, Calif., with his wife and two boys. He no longer must travel to Fresno for work and would love to reconnect with classmates.

Raymond Wang, MBA, of Shanghai, China, merged his IT consulting service shop with Capgemini China and formed the largest CRM/eCommerce consulting service practice among the tier-one IT consultancies in China. He serves as associate vice president of Capgemini China.

2006

Qing Li, MBA, of Mountain View, Calif., writes, "I am running a startup called Blueberry Genie. We are building exciting life-changing applications. We are constantly looking for talented game developers, designers, illustrators, and animators. Let me know if you know someone interested in working on products that will literally change people's lives."

Jennifer Quan, MBA, of San Mateo, Calif., writes, "I am happy to share that my family has expanded with the addition of Riley Abigail Quan on Nov. 17, 2010. Big sisters Jordan (3 1/2) and Chloe (2) are thrilled. Other exciting news is that my husband, Eric, will be part of the EW MBA class of 2014."

2007 | 5th MBA REUNION APRIL 26-29, 2012

Russell Bernstein, MBA, of Washington D.C., writes, "We recruit entire teams of athletes to volunteer in the community as a part of their career development timeline outside and beyond sports. Visit us at www.teamplayers.org."

2008

Catherine Ellis, MBA, writes, "My family and I moved to Dededo, Guam, to launch a new office for the engineering and science consulting firm Kleinfelder. The move to Micronesia has been exciting, and the business challenges are very different from those on the continental mainland."

Grant Olsen, MBA, of Oakland, Calif., writes, "After five years of running M&A for a division of EMC, I've joined Zynga in the corporate development group (M&A). If you know any talented teams in the social gaming space, interesting tech companies, or are looking to join Zynga, please reach out (I'm on LinkedIn and the alumni directory). On the family side of things, my wife and I now have two young children, and my wife recently started her own business called Best Mom Products. Her flagship product is a talking CPR kit safety product (<http://www.talkingcprkit.com>)."

Preston Smalley, MBA, of Danville, Calif., writes, "I left eBay last year to become the general manager for Plaxo. Upon arriving, I refocused the business on the address book space and in March 2011 was proud to launch a new service that automatically maintains your contacts' info and refreshed our whole product line. It's an exciting time for me to be able to apply the tools we learned at Haas in this new broader role. At home my wife, Jeanine, and I are doing well and expecting our third little one this September. Our son, Domenic, starts kindergarten that same month. Our little girl (1) is just as beautiful as her mother."



Preston Smalley, MBA 08, with wife Jeanine, son Domenic, and daughter Grace

2009

Omar Garriott, MBA, of San Francisco, left Adobe's education marketing group after nearly two years to join Apple in a similar role.

Antony Passemard, MBA, of Palo Alto, Calif., writes, "Since the end of the MBA, I have been able to experience a scale that I never really grasped before. I have spent almost two years at Yahoo! going from product manager to business lead of the travel property, the largest travel information site on the Web. Two months ago, I changed course and went back into the B2B world by joining Salesforce.com as a director of product management. The fast pace of Salesforce.com is exhilarating and the cloud is my new home. Post-MBA, I've simply been able to enjoy a world of possibilities. My wife, currently at Genentech, and my two daughters, 6 and 2, are also enjoying the Bay Area. Coming from France we find this region brings an incredible balance of work opportunity and family life."



Antony Passemard, MBA 09, with family

Rags Srinivasan, MBA, of Cupertino, Calif., writes, "I recently published a book for small-business owners to help them make better decisions about the latest social commerce craze—Groupon. In my many conversations with businesses it was clear that they lack the tools and expertise to do the math. I am excited to share my knowledge and experience through a book."

BCEMBA

2003

Chris Phenner, BCEMBA, of New York, writes, "I resigned from Thumbplay after five years to launch Typejack, a private social network of folks who refer jobs to one another. If you're reading this and you're into helping folks find work they love, send a blank email to hi@typejack.com to join us. Otherwise Erika and I are on New York's Upper West Side and watching 15-month-old Will grow up along the mean streets of Riverside Park."

2005

Benjamin Phillips, BCEMBA, of Salt Lake City, writes, "Most recently, I have launched a new clean-tech company called RadianTorre. We are developing new technology for the conversion of biomass into biocoal via a process known as 'torrefaction.' This new effort is in response to the rapidly evolving biomass energy markets in which coal plant operators seek to displace a percentage of coal with a coal-like renewable fuel rather than raw biomass. In addition, I have also begun to teach on a volunteer basis at the University of Utah and Salt Lake Community College on the topics of bioenergy and biofuels."

2006

Juergen Schmidt, BCEMBA, of Munich, Germany, is working on a new business model in health technology to improve processes and lower costs in health delivery. He writes, "Given the aging population trend, that is the minimum I can contribute. Unfortunately, it is not easy."

Friends

1952

Julian Anabo, of Tustin, Calif., writes, "Today marks the beginning of my 56th year of success in the engineering and selling of meat processing systems throughout this continent and across both oceans, obviously due in part to the work that I accomplished at UC from 1952 freshman year and beyond in engineering and business colleges. What a great institution and what a great life. Go Bears!"

1972

Hans Wiik, MPH, of Louisville, Colo., is president of the Integrated Physician Network, sponsored by Centura Health in Colorado, a clinically integrated network of medical practices and providers, including more than 200 physicians and 22 multi-specialty practices in 35 different sites across north Denver. They use one common electronic health record platform with one common medical record. He writes, "We are well positioned for Accountable Care Organization (ACO) status for regional health care delivery and payment reform with several sites NCOA Level 3 certified for Patient Centered Medical Home. Vision and focus is on the triple aim of the Institute for Healthcare Improvement: improvement in the patient experience, patient quality and lowering the overall cost of health care. In 2010, IPN received the NextGen national award for best large practice electronic health record implementation in the nation."

In Memoriam

Gail Angelo, BS 36
Charles Vannice, BS 37, MA 49
Edouard McKnight, BS 38
Berna Benjamin, BA 39
Richard Mutti, BS 39
Russell Curry, BS 40
Robert Campbell, BS 41
Denzil Marley, BS 41
Stanley Weston, BS 41
Margaret Goodman, BS 42, BA 58
Vernon Heyman, BS 42
Owen Gregory, BS 42
Richard Lohsen, BS 43
Arthur Mooney, BS 43, MBA 47
Robert Owens, BS 43
Emery Poundstone, BS 43
William Watson, BS 43
Roderick Schlaich, BS 45
Donna Coleman, BS 46
David Goldeen, BS 47
Homer Hamlin, BS 47
Tomomi Ito, BS 47
John McNaughton, BS 47
Emmett Murphy, BS 47
Gilbert Bracken, BS 48
Norman Crowell, BS 48
Wilmer Grimm, BS 48
Peter Silk, BS 48
Mary Jo Appel, BS 49
James Boornazian, BS 49
Robert Griffith, BS 49
Jay Martin, BS 49, JD 52
Richard Pickering, BS 49
John Roeth, BS 49
Donald Bruzzzone, BS 50, MBA 52
Barbara Maggetti, BS 50
Carlyle Millar, BS 50
Donald Thorne, BS 50, JD 55
Hugh Kelly, BS 51
Robert Lewis, BS 51
Frank Serpa, BS 51
Harold Stone, BS 51
June Roadman, MBA 51
Keith Brooks, BS 52
Margaret Butler, BS 52
John Liebert, BS 52
Lino Parenti, BS 52
Robert Albo, BA 54
James Carlisle, BS 56
Thomas Garvey, BS 56
Janice Pausa, BS 56
Donald Rodgers, BS 56
Harold Margolin, BS 57
Keith Moseley, BS 57
Richard Mutti, BS 39
Omar Brubaker, MBA 57
Marvin Hockabout, BS 59
James McLain, BS 59, MBA 63
Jack Scarzella, BS 59, MBA 61
David Ryan, BS 62
Leland Chandler, MBA 62
George Tubman, MBA 62
H Raymond Wallace, MBA 62
John Harrison, BA 57, MA 59, MBA 64
Gary Baldwin, BS 66, MS 67, PhD 70
Richard Merritt, MBA 68
Lester Breiner, BS 69
David Maxwell, BA 67, MBA 69
Richard Guyton, MBA 70
Meir Schneller, MBA 72
Dona Speakman Hunn, BS 76, MBA 83
William Houg, BS 86
Mark Caldwell, MBA 92

The Whistleblower's Dilemma

Gordon Massie, BA 73, MBA 77, talks about confronting fraud at AIG.



In 2005, Gordon Massie, BA 73 (Econ.), MBA 77, reached the pinnacle of his career, managing 60 professionals and \$20 billion of the high-risk assets of insurance giant American International Group (AIG). He came to AIG through its acquisition of Houston-based American General in 2001.

Then Massie's life crumbled. After unsuccessfully pressing AIG to recognize losses on investments, he blew the whistle on accounting fraud and was fired after months of retaliation. Massie, who wrote a book about his experience, visited Haas this spring to share his story with students and *CalBusiness*. Here is an excerpt from his visit, condensed and edited for space.

AIG became notorious for blowing up in 2008, but you blew the whistle three years earlier. Explain the fraud that you exposed.

AIG was not properly writing down its high-yield bonds at the time of its negotiations to buy American General in 2001. AIG's high-yield portfolio was overstated by nearly \$2 billion. AIG had the ugliest portfolio mankind had ever created. Many of their bonds were trading at pennies on the dollar. That value should have been written down before the merger. The AIG stock price should have been lower and AIG would have had to produce more stock to buy American General.

You said the inflated stock price was one reason you blew the whistle. What were other reasons?

In 2005, AIG was on the front page of the *Wall Street Journal* every day for accounting fraud. The regulators were coming out of the

woodwork. So AIG created a code of ethics for employees that said if we knew of any accounting problems we were required to come forward. I also witnessed the impact of Enron's collapse on my friend and neighbor, Richard Causey, Enron's former chief accounting officer.

I felt it was the right thing to do. It was time for senior people to step up and create a more ethical culture. I also thought a lot about my mom and dad and what they expected of me.

What happened?

For 20 years I had excellent reviews and increases in my compensation. But 30 days after I blew the whistle, the retaliation began. First they took the High-Yield Bond Department away from me. No explanation given. No advance notice. I was in a large employee meeting and it was publicly announced.

I then accepted a transfer from the Houston office to the New York office. I was promised many new responsibilities. AIG was paying \$10,000 a month to have me work out of the New York office, but in the five months I was there, I was not given any new work. I was assigned to a tiny cubicle as far removed as possible. I was socially ostracized and physically isolated. I was left out of meetings and emails, and I was shunned by my peers.

It was clear to me I was being set up for termination. I was angry, depressed, humiliated, lonely, and powerless.

So you hired a lawyer.

My lawyer said this was the most egregious case of retaliation in his 20 years of practicing law. We sent AIG a cease-and-desist order and I was fired on the spot. That was probably the darkest day I can remember.

But you settled with AIG, after you threatened to contact the *Wall Street Journal*.

Initially I was delighted with the settlement. But for the next three years I couldn't shake depression. Some days I couldn't get out of bed. I couldn't stop reliving my decision to blow the whistle.

That depression ended in September 2008, when AIG blew up. This was the beginning of my emotional recovery. When you're a whistleblower, people shun you. It's like death or disease. But with AIG blowing up, suddenly people were fascinated by my experience. I began to tell my story with pride.

Would you have had more impact if you had taken your story public in the *Wall Street Journal*?

After I received my settlement I felt guilty. I felt like I sold out. I felt this mixed emotion about accepting their money. I was an emotional wreck at the time it was resolved. But I am now telling my story.

What are the lessons you learned from the experience?

Money and greed can often trump ethics. Corporate America needs whistleblowers but regularly retaliates against them. There can be a high personal price to pay for acting in an ethical manner. However, doing nothing to stop fraud is not the same thing as doing nothing wrong.

Visit *CalBusiness* online for more excerpts from the interview, a video of Massie's lecture at Haas, and Massie's warning signs of an unethical corporate culture: haas.berkeley.edu/calbusiness/massie. Learn more about Massie and his book at www.aigwhistleblower.com.

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