

BerkeleyHaas

Spring 2012

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A guide to Napa and Sonoma wineries led by Berkeley-Haas alumni

CHEESE WIZ

CEO John Foraker, MBA 94, leads Annie's beyond the kids' menu to an IPO



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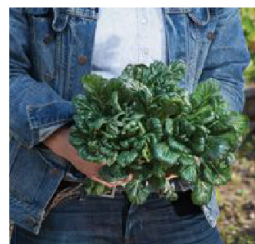
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Cover photograph by
Gabriela Hasbun

SENIOR EDITOR

Richard Kurovsky

EDITOR

Ute S. Frey

MANAGING EDITOR

Ronna Kelly, BS 92

DESIGN CONSULTATION

Pentagram, Austin

STAFF WRITERS

Valerie Gilbert, Jennifer
Ruppert, Pamela Tom

CONTRIBUTING WRITERS

Mandy Erickson, Kim Girard,
Jeanne Howard, Judy Jacobs,
Rebecca Knight, Diana
Marszalek, Russ Mitchell,
Josh Sens, Diana Williams

PHOTOGRAPHERS

Noah Berger, Jim Block,
Cameron Davidson, Alex
Fradkin, Max Gerber, Gabriela
Hasbun, Sara Remington

ILLUSTRATORS

David Plunkert, The Heads
of State, Thomas Porostocky,
Adam Sullivan/Balzac Design

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

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For change of address, email alumni@haas.berkeley.edu.



University of California
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Haas List

1 Food Gastronomic Innovation

Pumpkin oil caramel created by elBulli Chef Ferran Adrià.



Haas was the only West Coast business school selected to participate in a global competition created by world-renowned Spanish chef Ferran Adrià of elBulli restaurant, whose culinary creations include pumpkin oil caramel, liquid ravioli, and pine cone mousse.

Adrià visited Haas in October to launch his “Ideas for Transformation” competition—a high honor for a school less than two miles from Chez Panisse, which established Berkeley as the birthplace of organic, cutting-edge cuisine. Adrià is asking students to develop strategies and models to guide the 2014 launch of elBullifoundation, the successor to his recently closed restaurant, which he hopes to establish as a “pioneering center for gastronomic creativity and innovation.”

A dozen Haas teams are competing against students from Harvard, London Business School, Columbia, and ESADE. The winner will be announced May 25.

3 Alumni MBA Landings

After graduation, the class of 2011 went to work for an average annual salary of \$114,232, up from \$107,451 in 2010, and collected an average signing bonus of \$22,520. The top industries where graduates went to work were technology (32%), consulting (27%), and financial services (16%). McKinsey & Company hired the most 2011 grads, followed by Deloitte Consulting.



4 Exec Ed Haas Plants Flag in Mongolia

While other business schools are setting their sights on India and China as the new frontier, Berkeley-Haas is going a little off the beaten track, thanks in part to Munkhsukh Sukhbaatar, MBA 08, CEO of Eznis Airways and the school's only alumnus in Mongolia.

A mining boom in Mongolia is fueling international investment, but there's a dearth of executive education and MBA training. So Munkhsukh contacted the school's Center for Executive Education (CEE) to bring Lecturer Mark Rittenberg to teach his managers because he enjoyed him so much at Haas. Since Rittenberg's first leadership course there in March 2011, CEE has offered two additional open enrollment courses in Mongolia and is planning eight more in 2012.

“Mongolia is a clear example of how human capital development goes hand-in-hand with economic development,” says Assistant Dean Whitney Hischier, MBA 01, who leads CEE. “We have had more people interested in taking these courses than we can accommodate.”

2 Financial Engineering Unlocking Ex-Convicts' Potential

Imagine reducing prison overcrowding, lowering recidivism, and creating a new form of human capital investment. Five Berkeley Master of Financial Engineering (MFE) Program students did just that last fall for an assignment in Adjunct Professor John O'Brien's Financial Innovation course.

Ting Gao, Angelo Caraballo, Ruchit Duggal, David Cornejo Rodriguez, and Jay Yang, all MFE 12, developed “Valjean Financing”—a plan to lend money to felons who served their time and aim to be entrepreneurs or small business owners. The plan also offers private investors new philanthropic opportunities at surprisingly low risk and could save the government and taxpayers millions of dollars, the students say.

The proposal is named after Jean Valjean of Victor Hugo's *Les Misérables*, who spends 19 years in prison after stealing bread. Ultimately a kindly bishop leads Valjean to build a new life.

After all, asks Caraballo, “Who doesn't want to help a Jean Valjean?” Adds Gao: “We wanted to show financial engineering can benefit society.”



Read more about Skydeck
at skydeck.berkeley.edu.

5

Skydeck Helps Startups Soar

Entrepreneurship



Apple and Hewlett-Packard were founded in garages, Facebook in a college dorm. Now UC Berkeley students and alumni entrepreneurs will take their startups to new heights at Skydeck—a 10,000-sq.-ft. penthouse in downtown Berkeley's tallest building. Skydeck, a startup accelerator, creates an ecosystem of startup teams, tech veterans, and investors to help resident teams build out their ventures. Skydeck is a collaboration of Berkeley-Haas, the College of Engineering, and UC Berkeley's Vice Chancellor for Research Office.

6

Faculty MIT, Johns Hopkins Profs Join Haas

Two new professors joined the Haas faculty this spring semester: Gustavo Manso from the MIT Sloan School of Management and Przemyslaw Jeziorski from Johns Hopkins University. Manso has researched incentives for innovation and firms' investment and financing decisions. Jeziorski has studied mergers and Internet search advertising.

Victoria Pham, BS 12, competed with a record 120 contestants in the 2011 Miss World pageant Nov. 6 in London.

Pham, a senior in the Undergrad Program, won the national title for Vietnam on Aug. 21 in order to represent her country at Miss World.

Pham said her favorite part of the experience was meeting women from around the world. "I often was the 'translator' for many of the women from Spanish-speaking countries, including Venezuela," who won Miss World, she says. "It was a great way for me to brush up on my Spanish!"

What surprised Pham most was learning to adapt to a high-stress environment, with people constantly looking at and judging her. "I was not used to being in this kind of environment, but I wanted to make sure I was able to show the judges my true colors," she says. "I found myself reminded of the Berkeley-Haas Defining Principle Confidence Without Attitude."



Good Morning Miss Vietnam

Victoria Pham, BS 12



Keychain cell
phone charger

8

Students

Design is Key

Design thinking may be all the rage, but it's been a matter of course for nearly 15 years at Haas. In the school's Managing New Product Development Process class, teams of MBA, engineering, and art students take a project from concept generation through prototype, with coaching from such firms as IDEO and Google. Sue Young, MBA 12, worked on PocketKey, a keychain that can charge a cell phone. Her biggest take-away from the class: learning the importance and the how-to of understanding customer needs. "In a corporate setting, the focus within problem solving is more on finding solutions and less on a deep understanding of the problem. In the design process, understanding the need is absolutely critical."



10

Alumni

Polar Trek Triumph

After 39 days on the ice, alumnus Alan Lock, MBA 11, became the first visually impaired person to trek from the coast of Antarctica to the South Pole on Jan. 3. Lock and his Polar Vision team, including classmate Andrew Jensen, MBA 11, were blessed with "perfect weather" for their pole arrival: clear blue skies, low winds, and the temperature at -25 degrees Celsius. Lock, who lost part of his vision in 2003, and his team raised about \$25,000 for Guide Dogs for the Blind and Sightsavers.

9

Events

¡Viva Haas en España!

Dean Rich Lyons's annual visit with European alumni will feature a colloquium in Barcelona this year from June 1 to 3. Adjunct Lecturer and alumnus Henry Cheshbrough, PhD 97, the father of open innovation, will give the closing keynote.

Haas News

BY THE NUMBERS Haas Alumni Survey

In September, Haas Alumni Relations asked how you feel about the school and your alumni network in an online survey.

9/10

of respondents are "extremely likely" to recommend Haas to a friend.

80%

agree state funding cuts make alumni support more important than ever.

72%

have a strong emotional connection to Haas.

58%

are neutral about the quality of alumni career services and support.

56%

thought the Alumni Relations Office did a good job keeping alumni connected to Haas.

Based on the survey feedback, we plan to:

1. Improve the alumni directory/database.
2. Provide more professional development and career services.
3. Offer more lifelong learning opportunities.
4. Target communications based on your interests and region.



Bob Lutz, BS 61, MBA 62, and David Eckles, MBA 73

I Like!

Undergrads spark social media campaign for YEAH Chevy Volt

Four undergraduates, including Niranjana Kumar, BS/BA 14 (Bus./Econ.), won a competition to create a social media campaign for a Volt raffle to benefit Young Entrepreneurs at Haas (YEAH).

YEAH board member David Eckles, MBA 73, donated the Volt to raise funds for YEAH, a program for economically disadvantaged youth. Former GM Vice Chair Bob Lutz, BS 61, MBA 62, the Volt's chief creator, announced the competition winners at a raffle kickoff Nov. 4. The Volt winner will be announced in May.

FEEDBACK From Our Readers

I very much enjoyed the fall edition of *CalBusiness*, especially the article entitled "Life Saver." I also liked the follow-up article "Why MDs Seek MBAs." You provided examples from 3 of 26 MDs who obtained Haas MBAs, but many more surely could have been provided, especially if the MDs who attended the full-time day program (such as myself—MBA 04 with a Certificate in Healthcare Management) were added to the count. I found my Haas daytime MBA experience incredibly rewarding (even with the added demand of continuing to practice medicine on weekends and in the evening) and especially enjoyed the student body as well as the breadth of classes available through Haas and the School of Public Health.

Chris Jaeger, MD, MBA 04

Vice President Medical Informatics, Sutter Health
Assistant Clinical Professor, UCSF School of Medicine

Power and dissent

PhD research wins national competition



Jessica Kennedy, PhD 12

Jessica Kennedy, PhD 12, won the prestigious INFORMS/Organization Science Dissertation Proposal Competition on Nov. 12 for her proposal to investigate the effect of power and dissent on ethics within organizations.

Her work beat seven other finalists from schools that included MIT and Harvard.

Kennedy plans to study how advancement in an organization's hierarchy affects people's willingness to dissent from the group.

But the eight judges and other finalists encouraged Kennedy to consider expanding her focus to explore other types of business practices.

"For instance," Kennedy says, "I may explore whether high-power individuals will also fail to dissent when the group is engaging in activities that put profits at risk."

Berkeley-Columbia MBA Program to End in 2013

Haas to launch new **executive** MBA program

The Berkeley-Columbia Executive MBA Program will come to an end in February 2013 when the current class graduates. Haas and Columbia jointly reached the decision to end their MBA program in recognition of each school's goals and future direction.

Haas plans to launch its own stand-alone Berkeley MBA for Executives Program in 2013.

The Berkeley-Columbia Program's more than 600 graduates will remain part of the alumni networks of both business schools and will continue to enjoy each network's benefits, including career services, lifelong learning opportunities, and networking activities.

"Both Haas and Columbia remain as committed to the BCEMBA alumni community as ever before," Tenny Frost, Haas executive director of alumni relations and development, and Janet Rossbach, Columbia Business School executive director of alumni relations, wrote in a joint letter to alumni. "The BCEMBA alumni community is an extraordinary one, and we look forward to continuing to support it on both coasts as well as around the world."



Follow Dean Rich Lyons on Twitter
@richlyons.

Speakers from the Front Lines

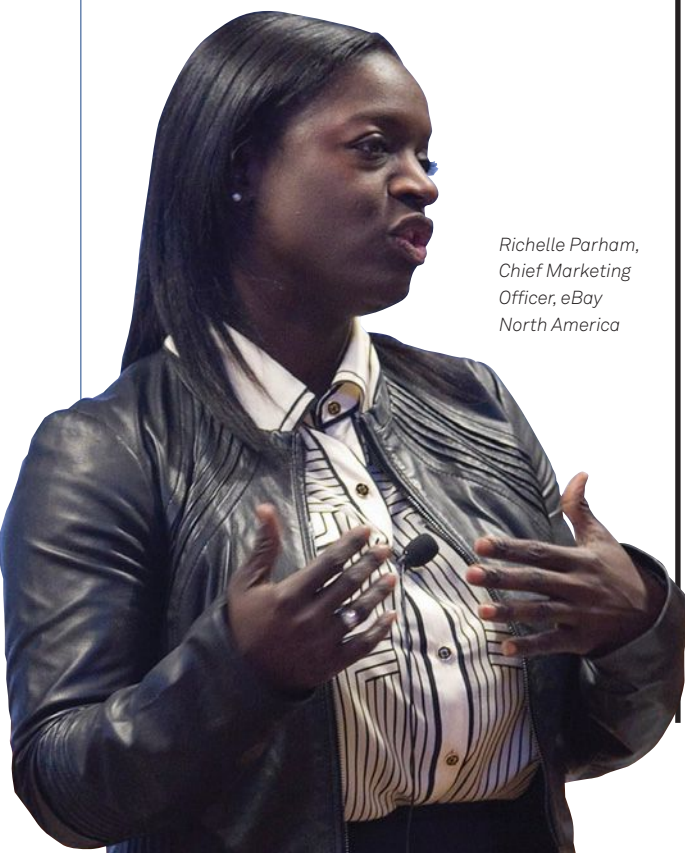
Marketing, finance **execs** share practical insights in MBA courses

Richelle Parham could have spent a recent evening with actor Brad Pitt. Instead, the chief marketing officer for eBay North America was discussing brand strategy with students over dinner and seemed delighted to do so.

Parham kicked off this year's Chief Marketing Officer (CMO) Insight Series, a spring semester Berkeley MBA course in which top marketing executives from such companies as Wells Fargo, Salesforce, and Genentech share wisdom in the classroom and in a more intimate setting over dinner.

Similarly, last semester students interested in finance heard from an amazing lineup of professionals—primarily Haas or Berkeley alumni—in the new Private Equity Speaker Series and Investment Management Speaker Series. These popular courses help to round out, tie together, and bring very practical and timely views to the school's finance and marketing curricula.

Parham's engagement at Haas happened to conflict with an online charity auction with Pitt for his New Orleans nonprofit. She spoke to Haas students about everything from eBay auctions for charities to mobile initiatives. During dinner, she talked about the importance of drawing youth, particularly girls, to technology.

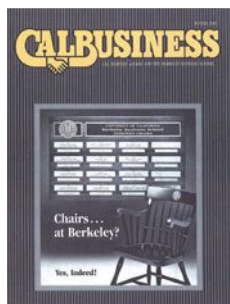


Richelle Parham,
Chief Marketing
Officer, eBay
North America

DEAN'S LETTER **Redesign**

Our New Look

Introducing **Berkeley-Haas** magazine



1986



2011



2012

Welcome to *Berkeley-Haas* magazine.

This newly redesigned issue of our alumni magazine, formerly *CalBusiness*, is just the latest of many changes resulting from our strategy to capitalize on and celebrate what sets us apart from other top-tier business schools.

As many of you know, this strategic initiative has included codifying what makes Berkeley-Haas unique in four Defining Principles and refining our mission to focus on developing path-bending leaders who redefine how we do business. Such leaders are crucial to bending paths our world is currently taking in areas like healthcare expenditure, public education, and energy use. We also developed a new Innovative Leader curriculum to better develop our students into such path-bending leaders. These efforts reflect and build on our distinctive Berkeley-Haas culture, which has been part of our school for decades.

About a year ago, this process inspired us to begin reimagining *CalBusiness*, which we last redesigned in 2004. Our school, alumni, and students are a vibrant, energetic community brimming with new ideas. We wanted our alumni magazine to better reflect this community and its four Defining Principles. We wanted our magazine to surprise and **Question the Status Quo**. We wanted it to educate, inform, and probe, enabling you, our alumni, to remain **Students Always**. We wanted to showcase how you go **Beyond Yourself**, and do all of this with **Confidence Without Attitude**.

As part of the redesign, we unanimously decided to change the name of *CalBusiness* to *Berkeley-Haas*. When non-alumni outside the Bay Area, including prospective students, hear "Cal," they are likely to think of athletics. Or they could happen to see a copy of *CalBusiness* and mistake it for a magazine about ... California businesses. That's a missed branding opportunity.

The *CalBusiness* name predates the business school's renaming to Haas in 1989. In the past decade, Haas has become an increasingly well-known name for our school, particularly when coupled with Berkeley, a durable and remarkably powerful global brand. These two strong brands deserve to appear front and center on the cover of our alumni magazine.

The focus of our inaugural issue is food because the topic is relevant to everyone and so many alumni are charting new paths in this important field. Future issues may be dedicated to other themes or industries.

We would appreciate your feedback on *Berkeley-Haas* magazine at letters@haas.berkeley.edu. As always, I welcome any other suggestions and comments at lyons@haas.berkeley.edu.

Sincerely Yours,

Rich Lyons, BS 82

Power of **Haas** Ideas



Watch Prof. Eduardo Andrade talk about fear-based stock selling.

STOCK MARKET Professor Eduardo Andrade and PhD Student Chan Jean Lee

Selling Scared

How fear affects investing

By Pamela Tom

Watching a horror movie can scare you into selling stocks earlier than you would have otherwise. That's the frightening evidence from research by Associate Marketing Professor Eduardo Andrade and PhD candidate Chan Jean Lee.

The pair outlined their findings in "Fear, Social Projection, and Financial Decision Making," published in November in the *Journal of Marketing Research*.

The article explains that a scared investor's early decision to sell stocks happens through "social projection"—people's tendency to heavily rely on their own current feelings and inclinations when they estimate others' states of mind and preferences. As a result of social projection, a scared investor assumes other investors are also scared and that such fear will consequently drive a stock price down, prompting the one investor to sell early before the price sinks.

In their research, Lee and Andrade manipulated participants' emotions in a way completely unrelated to the stock market. They created one random group of participants who watched clips from horror movies such as "The Sixth Sense" and "The Ring." A second group watched documentaries about Benjamin Franklin and Vincent Van Gogh. After the screenings, researchers told the participants that it was time to move on to another experiment, a stock market simulation.

In the stock market simulation, participants went through 25 rounds in which they had an opportunity to sell a \$10 stock. The rules stated that prices would decrease if any participant sold stock, and prices would increase if every player held onto their stocks. Each simulation involved approximately 26 anonymous participants, and therefore, prices could go up or down in any given round.

Scared players—those who watched the horror movies—were more likely to sell early in the game than those who watched the documentaries. Put simply, an incidental induction of fear triggered selling.

To test for social projection, Lee and Andrade added a twist. They reasoned that if social projection affects decision-making, the impact of fear should be reduced when people are less likely to try to project what others will do. Indeed, they found fear promoted early selling only when participants were told that the value of the stock was peer-generated. When participants were told that the stock value was randomly determined by a computer (where social projection is not a factor), the fear from horror movie watching had no impact on their decisions.

Andrade says the study suggests that controlling the influence of fear in financial decisions can be profitable. "Generally speaking, those who made more money were those who decided to stay longer in the simulation game."



ILLUSTRATION BY DAVE PLUNKERT



Home Sweet Home

A way to make people buy homes again

By Prof. James Wilcox



This is a shorter version of a New York Times op-ed.

Many potential homebuyers who can afford to buy are instead waiting, worried that home prices will continue to decline.

In its most recent quarterly survey, Fannie Mae reported a continuing decline in the fraction of renters and homeowners who think buying a home is a safe investment.

But there is a way to buy a home with less risk to one's hard-earned cash: a down-payment protection plan.

Down-payment protection would provide a sensible and affordable way to restore confidence. It would complement a proposal by President Obama to increase mortgage refinancings at today's low interest rates.

When combined with other economic woes, is it any wonder that so many potential buyers, especially younger adults, are renting, or living with relatives? By one recent estimate, the nation has about two million fewer households than under more normal conditions. Some of these potential buyers hesitate to take the risk of buying,

even though their jobs and credit history may qualify them for mortgages. While near-record numbers of houses all over the country are empty, the sidelines are crowded with this huge "shadow demand."

Activating that demand for houses, condos, and apartments would help the sales of related goods and services, which would in turn help reduce unemployment.

Here's how down payment protection could work. Homebuyers could purchase protection from the government for a one-time fee, say 1 percent of the house purchase price, or \$2,000 on a house selling for \$200,000. The fee could vary with the risk of house price declines in each area. The plan would be open to all buyers.

At the end of three years, the government would automatically mail checks to protected homeowners if average house prices in their area were lower than when they purchased their homes. (No decline, no check—just like auto insurance.)

Or, the payment might be applied to the mortgage to reduce the balance due. Declines would be based on the government's house-price indexes for nearly 400 areas in the country. Either way, without selling their homes, at the end of the third year homebuyers would be quickly and fully compensated for any loss of equity, up to the amount of their down payment.

The Federal Reserve has documented that banks' lending standards have become tighter—maybe too tight. Because lenders' risks tend to rise as house prices fall, the

protection could also be used to encourage lenders to ease their mortgage terms a bit. In that scenario, the buyer of the house could pay for the protection and then assign it to the lender in return for easier mortgage terms, like agreeing to lower rates, fees, or down payments.

That, too, would advance the goal of allowing more borrowers to qualify and buy houses.

Only the federal government can readily offer a down-payment protection program that is large enough to raise actual and expected future house prices, which would in turn lower how much the buyer would have to pay. In addition, unlike private providers of protection, the government reaps substantial extra revenue when its policies raise national income. Even if the taxpayers provide some subsidy, to the extent that the economy does better, they would get some benefit.

Based on a scenario of two million participating home buyers, the expected net cost to taxpayers would be a few billion dollars annually, far less than some of the housing programs that have already been tried.

And, if it demonstrated the viability of the protection, the government could pass the baton to the private sector.

Having the government offer not just mortgage insurance to protect lenders, but also down-payment protection for homebuyers, could increase demand. A stronger housing sector in turn improves business for those who provide related services and products, which would create more jobs.



SETTLE DOWN.
MAKE YOURSELF USEFUL.
CHANGE YOUR LOOK FOR THE SEASON!
SMELL THE GOOD, SINK DEEP ROOTS.
YOU NEVER LOOK STUPID BY STAYING QUIET.
LEARN TO BEND. TAKE WHAT COMES AND MAKE THE BEST OF IT.
DRINK OF WATER. YOURSELF. ER OFF.

Cheese Wiz

John Foraker, MBA 94, leads Annie's beyond the kids' menu to an IPO

By Josh Sens

As a testament to how much his life and times have changed, consider the photograph of John Foraker, MBA 94, that stares out from the website of the company he runs. It shows the businessman when he was a boy, blond-haired and bespectacled, spooning down a bowl of the kind of breakfast cereal his own children today are forbidden to consume.

"I'm sure it was Count Chocula or some other nuclear-colored concoction," says Foraker, now 48 and the CEO of Annie's, a leading national purveyor of organic and natural convenience foods. "My mom didn't have the tightest screen against that stuff."

Like most families of that era, before the dawn of the organic movement and the rise of health-conscious companies like Annie's, the Forakers paid scant heed to ingredient panels and their tongue-twisting lists of chemical-laden additives. Even in the farm belt of Chico, Calif., where Foraker's family made a living growing rice and almonds, the family snacked on foods that bore little resemblance to anything found in the natural world.

"Back then there was very low awareness that most packaged food was full of junk," Foraker says. "A lot of it still is, but nowadays there are significant options for people seeking healthier alternatives."

A seismic shift, Foraker says, has swept the country, shaking the old order on supermarket shelves and altering the way families shop and eat. As Foraker sees it, Annie's, which he joined in 1999, has benefited from that groundswell while serving as a driving force behind the change.

Once a modest \$7 million business, specializing solely in all-natural mac and cheese, Annie's has evolved into a prominent player in the natural and organic market, with \$117.6 million in revenue for its last fiscal year, which ended March 31, 2011. Like the bunny that emblazons every Annie's package, the company's product line has multiplied and now includes such items as snack crackers, grahams, fruit snacks, and even organic rising-crust pizza. On March 28, when the company went public on the New York Stock Exchange, Annie's stock price popped a whopping 89%. Its ticker symbol: BNNY.

In Annie's explosive growth lie echoes of a broader boom in the organic and natural food market, which swelled some 12 percent a year from 2000 to 2010 in the United States and today accounts for more than \$40 billion in annual domestic sales. Industry analysts project that growth to continue at 8 percent through 2013.

Foraker could not have foreseen such a future in the early 1980s, when he set off to study agriculture at UC Davis. But during college, his plans to be a farmer dovetailed with an interest in finance, and after graduation, he landed at Bank of America, administering loans to timber companies and wineries. As his understanding deepened of the wine

world's inner workings, so did his fascination with the power of brands.

"It amazed me that you could have two wineries using the same grapes and doing essentially the same things to them," Foraker says, "and one could sell its product for \$8 while the other one sold for \$19.99."

At Haas, with its then-new Lester Center for Entrepreneurship and its emphasis on socially conscious business practices, Foraker relished an education that fell in step with his beliefs. MBA in hand, he went on to run a specialty food business before joining Annie's, a small but growing company with an alluring bunny icon named Bernie as its public face.

My wife said, "You can drink whatever you like. But my baby isn't getting anything with synthetic growth hormones."

Foraker's career shift overlapped with changes in his personal life that propelled him to think differently about food. He and his wife, Beth, had just welcomed their first child.

"I remember my wife coming home with organic milk, and I said something like, 'What are you doing with that?'" Foraker says. "She said, 'You can drink whatever you like. But my baby isn't getting anything with synthetic growth hormones.'"

Today, in the Davis home he shares with Beth and their four children, ages 5 through 18, junk food is off limits, a policy the kids accept with only the rare protest.

"We have occasional points of contention—my youngest daughter over fruit snacks," Foraker says. "But that's only because she wants the ones with the Disney fairy princess on the label."

A similar ethos holds sway at Annie's new corporate headquarters in Berkeley, a light-filled space where employees nosh freely on samples of organic and natural snacks. Before driving to work, Foraker fuels up on fruit and yogurt. Count Chocula is out of the question, as is almost any item with synthetic ingredients.

The only lingering evidence of a taste for junk food lives on in a vice that Foraker has tried but so far failed to shake.

"Diet Coke," Foraker says. "I haven't found a good-tasting natural alternative to it yet."



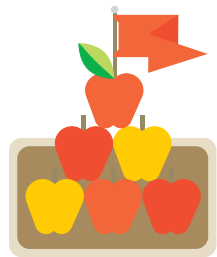
Above: A young John Foraker, MBA 94, gobbles down mac and cheese with wife Beth, daughter Caroline, and son Patrick, in their dining room. (Kids Jack and Mary Kate are not pictured.)

Left: Annie's CEO John Foraker, MBA 94, gobbles down mac and cheese with wife Beth, daughter Caroline, and son Patrick, in their dining room. (Kids Jack and Mary Kate are not pictured.)

The Future of Food

Organic candy bars. Fair-trade shrimp. Mushrooms grown in coffee grounds. These are just a few of the culinary concepts that Haas alumni have been cooking up recently to satisfy—and capitalize on—our nation's seemingly endless appetite for innovation in the food world. Here is just a small taste of the enterprising ideas they are bringing to fruition.

By Kim Girard



A School Lunch Revolution

At Revolution Foods, school lunch means homemade chicken enchiladas, all-natural spaghetti and meatballs, and never-fried chicken wings—all with sides of fresh fruit and vegetables. Revolution Foods ferries 120,000 healthy meals a day to primarily low-income school kids in 30 cities.

"We have always been focused on students who haven't had access to healthy foods," says CEO **Kristin Richmond, MBA 06**, who co-founded the Oakland, Calif., company with **Kirsten Tobey, also MBA 06**.

Rev Food's meals meet federal subsidized lunch guidelines and the company's own standards for all natural, fresh ingredients, no corn syrup, no additives or preservatives, and no trans fats. Fruit and other products are sourced locally when possible. "The kids just love the fruits," Richmond says. "Peaches, nectarines, and kiwis have been a big hit."



Food Lit

For foodies who not only like to cook but also read about the culinary world, **Leigh Flores, BCEMBA 11**, has co-founded a new digital publication called *spenser*.

Flores helped launch the bimonthly in November after watching the success of similar digital publications in the home and interior design arena.

"Spenser," a Middle English word, refers to the person charged with sourcing food and provisions in a royal or noble household. The idea, explains Flores, is to highlight the food producers and distillers seeking out the best and most unique ingredients and methods in order to help readers "personalize food and drink"—the magazine's tagline.



Pearls of Wisdom

Andrew Chau, MBA 11, credits author Malcolm Gladwell's 10,000-Hour Rule with leading him and partner Bin Chen to their bubble tea venture. The pair boiled down their one area in which they had 10,000 hours of expertise to the Taiwanese beverage enhanced by tapioca balls or "pearls." Both had consumed it. In quantity.

They saw an opportunity to enhance the bubble tea experience with careful sourcing of premium ingredients. Their gut instinct proved right: Pop-up appearances and a Boba Guys storefront in San Francisco's Mission District have been warmly received.

Chau estimates that the shop serves 70 percent of its tea to non-Asian clientele and posits that continued cross-cultural influences—or mash-ups—are the future of food. One indicator: Boba Guys' homemade syrup mixed with their own version of horchata, the popular Latin American rice drink. Says Chau: "It's been our most-requested drink by far."



Sharing His Bread and Butter

Semifreddi's is all about the simplicity of flour, water, and yeast. The bread is never sliced or stuffed in a plastic bag. Transfats and preservatives are a no-no. The whole grain, non-genetically modified flour is grown in Idaho and Montana.

"We just continue to do the basics," says **Tom Frainier, BS 79, MBA 81**, CEO of Semifreddi's Handcrafted Bread & Pastries, who runs the bakery and is partners with his sister Barbara and brother-in-law Michael, also Berkeley grads. "We believe that the company is only as good as its last baguette."

But that claim understates Semifreddi's mission, which includes a commitment to the community and environment. Green thinking drove every decision in the company's 2009 move to a 33,000-sq.-ft. Alameda, Calif., facility, which bakes more than 200,000 loaves of bread and pastries each week. The bakery boasts substantial energy savings, recycles 95 percent of its waste, and donates fresh bread and pastry to community organizations every day. Frainier says, "We feel that because we've been successful, it's our obligation to give back."



A Natural Move for Safeway

Pleasanton, Calif.-based Safeway launched its Open Nature natural food line in January 2011 because that's where the market growth is. Between 2009 and 2010, natural and organic food sales rocketed 9 percent to nearly \$39 billion, according to market researcher Packaged Facts. Conventional grocery sales lagged, growing less than 2 percent year over year.

But because the FDA doesn't regulate the definition of natural, "the term's inclusion on food packaging has left consumers skeptical of the claim," says **Mei-Mei Stark, MBA 96**, director of innovation for Safeway Consumer Brands. That's why Safeway set specific standards for Open Nature, explains Stark, who helped create the line. Among Safeway's standards: All Open Nature food comes from natural sources, with no artificial ingredients added, and all dairy products are artificial-growth-hormone-free.

The Open Nature line covers more than 30 categories, including meats, cereal, ice cream, frozen pizza, and peanut butter. More natural products are on tap for 2012.



From Desk to Dirt

In between slow roasting Roma tomatoes with Ro-cambole garlic for an om-elet or writing a cookbook, evening-and-weekend student **Aaron French, MBA 12**, has been stewing over a new business venture.

French is chef of The Sunny Side Café, an acclaimed breakfast and lunch spot with two locations near Cal, and author of *The Bay Area Homegrown Cookbook*. His latest endeavor: developing a business plan that harnesses the benefits of local and urban food production for workplace wellness programs.

"Organizations are looking for ways to encourage their members to embrace healthy eating and active lifestyles," he says, "and urban farms need additional revenue streams." French envisions urban farms on corporate campuses, with employees working alongside farmers, learning about healthy cooking and eating, and sharing in the harvest.

French looks forward to blending his MBA knowledge with his mélange of skills to make a difference in food production and consumption. After all, he says, "Food forms the most intimate connection that we have to our environment."



Back to the Roots

Nikhil Arora and Alejandro Velez, both **BS 09**,

tossed aside job offers in investment banking and consulting for ... mushrooms. The pair created their company, Back to the Roots, after hearing Haas Lecturer Alan Ross speak on the potential to grow gourmet mushrooms on recycled coffee grounds, and trying the technique in the kitchen closet of Velez's fraternity house.

By the end of last year, the company had used 1 million pounds of coffee grounds, primarily from Peet's, for its \$19.95 home mushroom-growing kits, which have been featured in the *New York Times*, *Sunset Magazine*, and *Oprah*. In the spring, the company moved to a 10,000-sq.-ft. Oakland warehouse.

Arora believes the company's success reflects consumers' growing desire to know about their food's origins. "It ties to our vision for our company. We didn't want to name it XYZ Mushroom Farm," he explains. "It's more than just coffee and mushrooms. It's really becoming that brand that connects people again with their food."



Expanding the Fair Trade Frontier

Paul Rice, MBA 96,

launched Fair Trade USA (formerly TransFair USA) in 1998 as a market-based approach to alleviating global poverty. Thirteen years later, consumers are more mindful than ever about their purchases and U.S. retail sales of Fair Trade goods have reached an estimated \$1.5 billion. Now Rice is looking to expand Fair Trade certification into other commodities and onto larger farms.

Fair Trade USA audits and certifies that farmers and companies are complying with rigorous standards for ethical sourcing and sustainability. This results in direct benefits to farmers and supports sustainable agriculture.

Over the next two years, Fair Trade USA plans to expand from staples like coffee and chocolate to fruits, vegetables, and even apparel. And instead of limiting the Fair Trade designation to smaller farms and co-ops, Rice has launched a Fair Trade for All campaign to improve wages and conditions for farm workers on larger estates.

"The \$3-a-day farm workers on big Latin American estates are the poorest of the poor," Rice explains. "Our market approach is a path out of poverty for these workers and their families that avoids creating dependency on foreign aid. For me, it's all about empowerment."



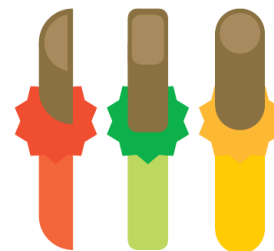
I can't believe it's gluten free!

In 2002, **Dan Regan, BS 95**,

and his wife, Allison, learned Allison had celiac disease, an increasingly common immune system reaction to the protein in wheat and other grains. Disgusted that every gluten-free dessert she tried tasted like cardboard, Allison went on a mission: to make a better gluten-free flour.

Mission accomplished, the couple opened the gluten-free Sweet Cake Bake Shop in Kaysville, Utah, in 2009. Sweet Cake churns out red velvet cupcakes with cream cheese frosting, chocolate whoopie pies, caramel bars, sticky toffee pudding cakes, and cinnamon raisin bread. "Now half of our customers aren't gluten-free. They don't even realize that it's gluten-free," Dan Regan says.

The U.S. gluten-free food and beverage market has risen 30 percent a year between 2006 and 2010 and is expected to expand from \$2.6 billion in 2010 to \$5 billion by 2015, according to market research firm Packaged Facts. Similarly, Sweet Cake's sales have doubled year over year, and the Regans plan to open a second Sweet Cake shop in Salt Lake City.



Trick or Treat, Organic Please!

Scott Kucirek, BS 88

(Engineering), **MBA 99**, reinvented himself as Piedmont, California's Willy Wonka for a simple reason: He wanted a better candy bar.

"At Halloween my kids brought in sacks of horrible candy bars," says the father of two, who previously co-founded ZipRealty. "They taste good, but they're really not the best for you."

So Kucirek co-founded OCHO with Denis Ring, the creator of the Whole Foods 365 food line, making all-organic bars from simple recipes. (OCHO stands for organic chocolate.) The bars have just five or so ingredients and no preservatives or additives. They come in four varieties: caramel and nut; coconut (most popular); mocha; and peanut butter (Kucirek's favorite).

Kucirek hopes to expand OCHO, now stocked in every Northern California Whole Foods store, throughout the state and lower the \$1.99 price to get better candy in the hands of as many kids as possible. "Do we believe at some point these bars can compete with non-organic candy bars at Safeway and Costco and gas stations? Yes," Kucirek says. "We've always figured that if people had a choice, and the price is close, they'd choose ours."

Towering Achievement

L.A. super chef and food entrepreneur Eric Greenspan, BS 97, reinvents an American classic

By Ronna Kelly

With modern art-deco décor, jazz music, white tablecloths, and a serene outdoor patio in the back, Eric Greenspan's The Foundry on Melrose presents a surprising contrast to its neighboring punk-rock clothing shops and the noisy traffic outside. That's intentional.

"In Beverly Hills, you walk into a place like this and you think, 'OK, this makes sense.' But you walk off of Melrose into a place like this, you think 'Ha,'" says Greenspan, BS 97, the West Hollywood restaurant's owner and chef. "It's got that sense of transformation that I think is really important."

I think I'm one of the few chefs who's down-home enough to want to open up a place that sells grilled cheese.

Apparently he's not the only one who values that transformation. *Condé Nast Traveler* magazine named The Foundry "Best New Restaurant" when it opened in 2007. Despite his timing—the financial crisis hit less than a year later—The Foundry has thrived, and Greenspan has become a top celebrity chef. Since his modest beginnings washing dishes at a Telegraph Avenue café, Greenspan has built a food empire that now includes three Los Angeles restaurants and a TV show.

Next on his plate: Plans to open a more casual eatery to focus on one of his favorite signature dishes—an award-winning grilled-cheese sandwich. "I think I'm one of the few chefs who's down-home enough to want to open up a place that sells grilled cheese," Greenspan says.

The Champ

But Greenspan's grilled cheese is hardly the down-home variety with orange cheese and white bread. Greenspan's trademark sandwich, called "The Champ" because it won the 2008 Grilled Cheese Invitational in L.A., contains Taleggio, a soft, "super-melty" Italian cheese slightly stronger than brie; apricot-caper purée; short rib; and two pieces of raisin-walnut bread fried to perfection.

Greenspan hopes to serve The Champ and other twists on the American classic at Greenspan's Grilled Cheese next door to The Foundry later this year. "That's the one we have dreams of growing and expanding with as many as the market will allow," he says.

The concept capitalizes on a couple trends, Greenspan says. First, there's the growing popularity of com-

fort food. Second, Americans are eating out more.

"Destination restaurants are dying because rather than having one special meal every year, you're having special meals every week, which you can't afford to spend as much on," Greenspan explains. "So people look for things that are still creative and exciting but that they can afford. The comfort thing really fits that bill."

"Plus, it's a great palate to work off of: Everybody understands it," he says. Yet, The Champ still plumbs his creativity. Deconstruct it and you end up with a sophisticated cheese plate.

"But a cheese plate is highfalutin and snooty," Greenspan explains, "and people coming in from off the streets of Melrose aren't necessarily looking for a cheese plate."

From Telegraph to Melrose Place

The Foundry is the third restaurant on Melrose where Greenspan has manned the kitchen, following Patina and Maison G. In the past year, he has extended his restaurant footprint off Melrose by overseeing two restaurants in the Hotel Wilshire, including The Roof, a poolside restaurant that boasts sweeping views of the Hollywood Hills.

They are all a far cry from the hippie atmosphere at Café Med on Telegraph, where Greenspan began working as a dishwasher—for six hours—after his freshman year at Cal.

"The kitchen was a lot busier, and I said, 'I want to do that,'" he recalls. "The owner asked if I had any cooking experience. I walked to the microwave and I pushed 'one minute, start.' Luckily he had a sense of humor, and he said, 'Ah, you're hired!'"

At Haas, Greenspan ended up working on a business plan in an entrepreneurship class for Chef Martin Yan of Yan Can Cook fame. After graduation, he attended Le Cordon Bleu in Paris and cooked at top New York restaurants and elBulli in Spain.

Insect Fare

Greenspan's big TV break came as the only L.A. chef to compete on the Food Network's "The Next Iron Chef" show in 2009. He was ultimately undone by his "challenge ingredient"—grasshoppers. Despite the loss, the network asked him back to appear on other shows. He also nabbed a spot co-hosting A&E's "Fix this Kitchen," advising homeowners on their IKEA remodels. One of his frequent refrains: You need more counter space.

Continuing to focus on building his brand, Greenspan is now in development talks with the Food Network for his own show. It would be the ideal side dish to help ensure the success of his grilled-cheese empire, he says. "That's the retirement plan," Greenspan says of his grilled-cheese concept, acknowledging he can't work 14-hour days as a chef-restaurateur forever. "That," he jokes, "will fund the Eric Greenspan School of Entrepreneurship at the Haas School of Business."



Eric Greenspan, BS 97, plans to expand his three-restaurant empire with a more casual eatery that offers "The Champ" (right).



Haas in the Wine Country

Berkeley-Haas has been cultivating students into leaders in the wine industry for decades. Some brought a family tradition of grape growing to their business studies. Others struck out on their own with a novel approach, location, or idea after graduation. Read on to learn about this unique crop of alumni in Napa and Sonoma—and to take advantage of discounts they are generously offering the Haas community when you visit their wineries.

Can't make it to the Napa Valley? Visit haas.berkeley.edu/winelist for more discounts online and a list of Haas-affiliated wineries in other regions. To add a winery to the list, email rkelly@haas.berkeley.edu.

 Visit the wineries in a video slideshow

1 Diageo Chateau & Estates

Robyne Eldridge, MBA 02, General Manager, Direct to Consumer Business

Diageo produces spirits, beer, and wine, including such brands as Johnnie Walker, Smirnoff, and Guinness. The company's wineries include 1 Acacia, 2 Beaulieu, 3 Provenance, and 4 Sterling in the Napa Valley and Rosenblum Cellars in Alameda, Calif.

Discount: Honorary wine club member for a day through 12/31/12, including complimentary tasting for up to four people and 20% off current vintage wine purchases. diageo.com

2 Black Stallion Winery/DFV Wines

Frank Indelicato Sr., BS 47, Owner and Board Secretary
Named for a historic equestrian center, Black Stallion's indoor track houses winemaking production and remnants of 36 horse stalls. In 2010, the winery was purchased by the Indelicato family, which began growing grapes in Manteca, Calif., in 1924 and expanded its holdings under the family's second generation, including alumnus Frank Indelicato Sr.

Discount: 20% on wine tasting and wine purchases at the winery. blackstallionwinery.com

3 Napa Cellars & Trinchero Napa Valley

Alexis (Todor) Walsh, MBA 06, Marketing Manager

The laid-back 5 Napa Cellars tasting room offers a selection of California wines, including varietals from Folie à Deux, Napa Cellars, and Ménéage à Trois. 6 Trinchero offers a sampling of its highly acclaimed, small-production, estate wines.

Discount: 10% with the magazine. napacellars.com
trincheronapavalley.com

12 Kendall-Jackson

Santiago Cilley, MBA 01, Vice President Strategic Planning & Business Development; John Cole, MBA 01, Director of Production, Contracts and Planning; Ed Farver, MBA 75, General Manager—Napa Operations; Mitch Grossman, MBA 06, Director, Financial Planning & Analysis; Matthew Owings, MBA 06, Director of Strategic Analysis

Kendall-Jackson Winery produces award-winning wines from more than 10,500 acres of estate vineyards throughout cool California coastal regions. Founder Jess Jackson was a Berkeley Law graduate.

Discount: 2-for-1 tasting and 15% discount on wine with a copy of the magazine. kj.com



4 Villa Ragazzi

Michaela Rodeno, MBA 80, Co-Owner

Microwinery specializing in Sangiovese (a red Italian variety) made from the unique Rodeno clone, the first Sangiovese planted in the Napa Valley. Appointments required.

Discount: 10%. villaragazziwine.com

ILLUSTRATION BY ADAM SULLIVAN

11 Peay Vineyards

Andy Peay, MBA 98, Co-Founder

Founded in 1996 on a very cold, remote, fog-enshrouded hilltop four miles from the Pacific Ocean in the far West Sonoma Coast, Peay produces highly acclaimed Pinot Noir, Syrah, and Chardonnay wines.

Discount: Open to non-member Haas alumni. (Peay is open only to mailing list members.) 📍 peayvineyards.com

10 Duckhorn Vineyards

Dan Duckhorn, BS 60, MBA 62, Founder and Board Member

Crafting classic Bordeaux varietals since its founding by Dan and Margaret Duckhorn in 1976, Duckhorn now makes several elegant Merlot and distinctive Cabernet Sauvignon bottlings and is also known for its Sauvignon Blancs.

Discount: Upgrade to an estate tasting focusing on single-vineyard and very limited availability wines. 📍 duckhorn.com

9 Treasury Wine Estates

Patrick Sullivan, MBA 96, COO, Americas Direct to Consumer Division

The world's third largest wine company and largest publicly traded pure-play wine company, Treasury owns six California wineries, including 📍 Beringer and 📍 St. Clement in the Napa Valley and 📍 Chateau St. Jean in Sonoma County.

Discount: 2-for-1 tasting and 25% off products toward the tasting at all wineries except Stags' Leap. 📍 tweglobal.com

8 V. Sattui Winery & Castello di Amorosa (The Castle)

Dario Sattui, MBA 69, Owner
Created by California pioneer winemaker Vittorio Sattui in 1885, 📍 V. Sattui is the nation's most visited winery and also features a gourmet deli and two acres of tree-shaded picnic grounds.

📍 Castello di Amorosa is an authentic reconstruction of a 13th century castle that was nearly 30 years in the making. Wine production is small, and all wines—primarily Italian style—are sold exclusively at "The Castle."

Discount: \$5 off any tour and tasting or tasting only when alumni show a page from Berkeley-Haas magazine.

📍 vsattui.com

📍 castellodiamorosa.com

5 Cakebread

Dennis Cakebread, BS 75, Founder

Since its founding in 1973, Cakebread has grown from 22 acres to 982 acres. The winery, which specializes in Cabernet Sauvignon, has offered cooking classes for 30 years. Appointments required.

📍 cakebread.com

6 St. Supery

Lesley Keffer Russell, MBA 02, VP, Marketing and Direct Sales; Michaela Rodeno, MBA 80, Former CEO

St. Supery specializes in Sauvignon Blanc and Cabernet Sauvignon from grapes grown on 500+ acres of sustainably farmed estate vineyards.

Discount: 15% online discount through June 30 using the coupon code "HAAS." 📍 stsupery.com

7 Hall Wines

Kathryn Hall, BCEMBA 08, Vintner

📍 Hall's St. Helena winery was the first California winery to receive the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold Certification, in 2009, and was certified organic in 2010. 📍 Hall's Rutherford winery boasts a hand-built cave network and produces small-lot and single vineyard red wines.

Discount: 15% on any purchases in April and May. Use code "HAAS12" online. (Excludes certain wines.)

📍 hallwines.com



Your **Haas** Network

BEYOND YOURSELF

Produce in the City

Uprooting the neighborhood with fresh local food

Katharine Aldworth, BS 99

Founder, Beet Street Gardens, Washington, D.C.

Community gardens are common in Washington, D.C., but in less than two years and with less than \$20,000 in cash, Katharine Aldworth, BS 99, has expanded the movement to include some of the district's tougher neighborhoods.

The gardens range from sunny to shady, from rambling to minuscule. One used to be a litter-strewn lot, another a large grassy yard. Now they yield crops and—more important—a palpable sense of pride, ownership, and health awareness from the nearby residents who tend the gardens. A key part of Aldworth's business model is organizing gardening clubs to teach residents to compost, cook what they grow, and keep the garden sprouting for years to come.

Aldworth estimates she has collected close to \$200,000 in donations for her startup, Beet Street Gardens, coming in the form of trees and bushes, greenhouses, mulch, gardening tools, and volunteer hours. Her volunteer staff includes a half-dozen gardening experts who train local residents.

After working in the harm-reduction field, first in needle-exchange programs and then helping sex workers live healthier lives, Aldworth started volunteering at a local gardening organization. An epiphany hit her: Bring the therapeutic power of gardening, and the sense of community created by growing food, to the field in which she was working.

"Often times drug users and other individuals encounter barriers to participating in community space such as a community garden," Aldworth says. "The Beet Street Gardens are spaces where people are welcome regardless of their background, knowledge, experience or lifestyle."

She posted her idea on a fundraising website called Kickstarter and was amazed to raise \$6,120 from 121 backers, exceeding her \$5,500 goal. Next, the *Washington Post* wrote a story about her. Now Aldworth is talking with restaurants about using their kitchens to cook produce from her gardens, which residents would then package, market, and sell.

In the essay for her Haas application, Aldworth wrote about wanting to apply business thinking to the nonprofit sector—something she's doing now.

"I believe strongly in the work that many nonprofits do, but I am interested in a more self-sustaining model that applies business principles," she says. "We are exploring a social enterprise model with a triple bottom line, weighing equally financial, social, and ecological goals."

Aldworth's goal? To make Beet Street obsolete in five years. "To me," she says, "a community garden is a garden that is run by the local community, not by volunteers who come in from somewhere else."



PHOTOGRAPH BY CAMERON DAVIDSON



Learn more about alumna
Katharine Aldworth's Beet Street
Gardens at beetstreetgardens.org.



Fashion with a Conscience

Marcus Chung, MBA 04
Director of Corporate
Social Responsibility,
Talbots, Hingham, Mass.



Every garment tells a story, says Marcus Chung, director of corporate social responsibility at Talbots, the women's clothing retailer.

Take a black plaid wool blazer lined with pale pink silk, which Chung plucked from a rack in Talbots' Boston flagship store one chilly afternoon.

"This jacket was made in Jordan. A woman probably made it —70 to 80 percent of all factory workers are women," Chung says. "That's a big deal in Jordan because it's only recently that women began to enter the workforce. She probably left school at a very young age, has a low level of literacy, and lacks basic numeracy."

Chung aims to improve the plight of this factory worker, and countless others like her.

Chung joined Talbots in 2010 with a mandate to build a monitoring program to ensure that the 200 factories worldwide that Talbots contracts with pay fair wages and maintain safe working conditions. But Chung had bigger ambitions: to transform the 65-year-old company into a corporate social responsibility leader.

"My goal was to apply the Talbots brand—

which stands for women's opportunity and empowerment—to our supply chain," says Chung, who's held similar positions at Gap and McKesson.

Today Chung spearheads the company's investments in education, health, and the job skills of workers who make clothes for Talbots. The company has partnered with nonprofits to provide career training for women in Jordan and to deliver women's health education programs in several Asian countries.

Evidence suggests investments reduce absenteeism and turnover, resulting in big productivity gains, and improve quality, worker-manager relations, and recruitment, Chung notes. "Investment in these communities—investment in women—helps deliver better operational performance and supports our brand," says Chung, "but ultimately it's also about improving lives."

Biotech Star

Jennifer Cook, MBA 98
Senior VP, Genentech,
South San Francisco, Calif.



Told to earn a PhD and enter academia, Jennifer Cook ignored the advice and took a research job with Genentech. Told to stick with research, she earned her business degree instead.

"I've always pursued what I love," she says.

"I've never had a master plan—I've just taken the path that interested me, and that's paid off fabulously well."

Cook started with Genentech after earning her master's in biology from Stanford. She spent five years in research before taking another lab position at a startup pharmaceutical firm in San Diego.

Challenges at the startup made her realize the importance of good management, which led her to Haas. "I didn't have a vocabulary or framework for thinking about certain workplace situations. Business school gives you a way to analyze and explain them; I draw on that all the time."

Cook returned to Genentech as an intern in market planning while still at Haas and rejoined the company after graduating. Since then she has steadily received promotions, working in both development and commercial functions. She now leads the U.S. sales and marketing teams for asthma, rheumatoid arthritis, and vision loss medications.

Although no longer involved in research—"I loved it and still miss it," she says—Cook enjoys the challenge of "creating a great work environment for a large team and trying to be an inspiring leader." It's also important to her that the medications can improve patients' quality of life for many years.

Her advice for recent graduates: "Figure out who you are and what you're best at. When you find yourself in a position, make it yours, and bring your whole game."

Your **Haas** Network



Read about the latest in marketing from Prophet at prophet.com/thinking/experts.

Breaking the Glass Ceiling

Sharon Mock Gregory, BS 66

VP, Iredale Mineral Cosmetics, Great Barrington, Mass.



Sharon Mock Gregory never set out to be a trailblazer for women in business.

Coming from a traditional Chinese-American family, Gregory entered Cal to study medicine, like her revered grandfather.

But Gregory was elected ASUC vice president and experienced her first taste of political activism and the free speech movement. She changed her major to business, becoming one of two women enrolled in Berkeley-Haas. "I just followed my instincts," Gregory says.

Those instincts led Gregory to become the first woman in "higher finance" at IBM and first female VP at PaineWebber. High-ranking positions at Lehman, Citibank, and financial technology firms followed.

"It didn't seem right or logical that women were not allowed the same professional opportunities as men, so I pursued them anyway," she says.

Gregory had just co-founded a marketing company when a change of plans meant she narrowly missed being in the World Trade Center on Sept. 11. In 2003, still "possibly affected by

shock" from 9/11 and recovering from surgery, Gregory decided to spend more time at her house in the Berkshires. There she met Jane Iredale, founder of Iredale Mineral Cosmetics, who hired Gregory as VP, corporate development and planning.

"While much progress has been made for women," Gregory says, "being part of a company that is led by a woman, that values women at all levels of the organization, and for which women are the consumers of our high-quality products is especially rewarding."

Marketing Entrepreneur

Michael Dunn, MBA 90, MA 94 (Asian Studies)
CEO, Prophet, San Francisco



It's a sunny day on San Francisco Bay, the glorious scene framed in glass windows 15 floors up at marketing consulting firm Prophet.

Far across the water stands the 307-foot Campanile, a push-pin pointer that marks the Berkeley campus where Michael Dunn, Prophet's CEO, built the networks that would become a crucial element of his success. "I didn't think that this is going to be my foundation for building a career," says Dunn. "I was interested in a lot

of things."

Before Haas, Dunn spent three years in Japan as a financial analyst, a model, and a Tokyo Disneyland backup dancer.

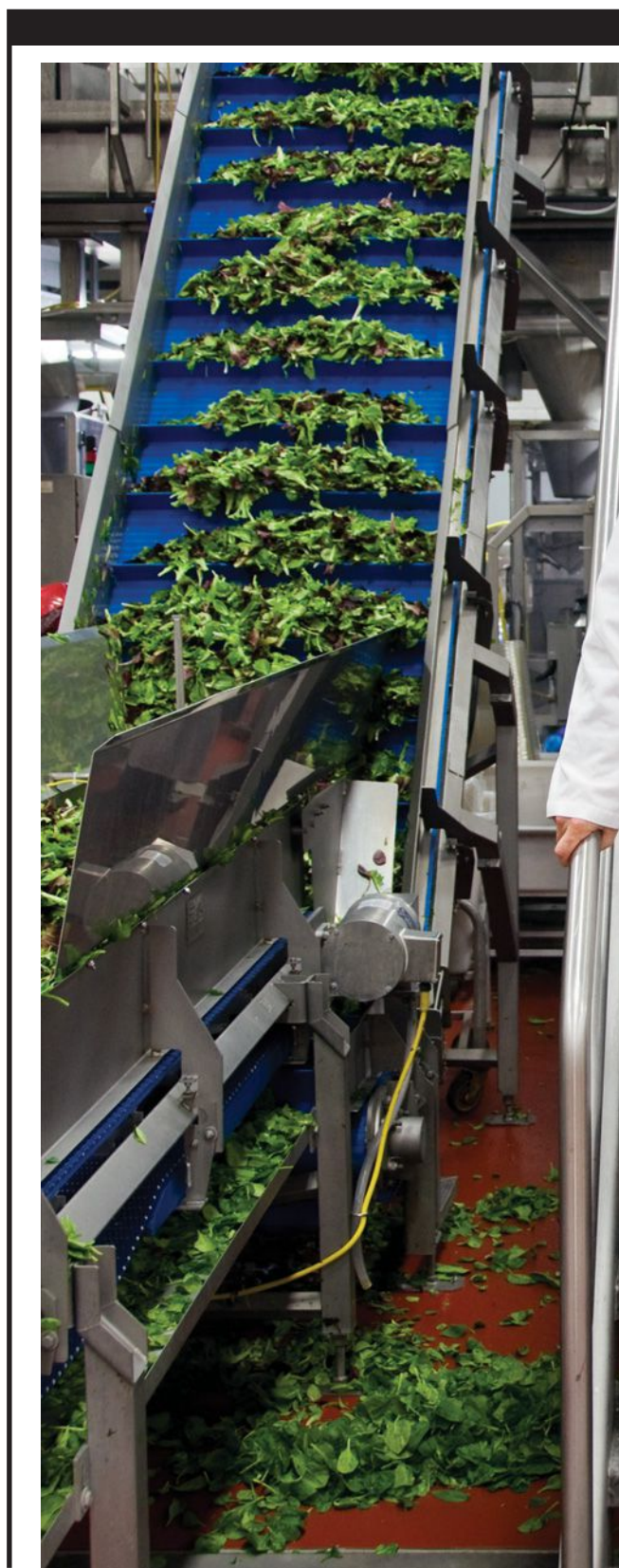
At Haas, Dunn and five others founded a group to share their mutual passion for entrepreneurship. Dunn also worked part-time at a Silicon Valley startup specializing in hedge-fund analytics, becoming its sales and marketing VP after graduation.

After the company was sold, a Berkeley grad lured Dunn to another startup developing software for big investment banks. Within three months, Dunn became CEO. But after four years of triple-digit growth, he got booted by venture capitalists who wanted an older chief for the IPO-bound company, which never ended up going public.

Then came a call from Haas Board member Scott Galloway, MBA 92, who was running online retailer Red Envelope and several other Internet projects. Galloway hired Dunn to help him rationalize his endeavors, including Prophet, whose only client was Levi Strauss.

Then another call, from Haas Professor and branding expert David Aaker. With Aaker as vice chairman, Dunn built Prophet into a company that boasts \$75 million in annual revenue and a client list including Cartier, UBS, and GE.

"In very unexpected ways," says Dunn, "the people I had built initial connections with at Haas turned out to be very pivotal at critical junctions of my career."



CONFIDENCE WITHOUT ATTITUDE



Lettuce Now Praise Farming Men

Finding fresh solutions in agriculture

Bruce Taylor, BS53

CEO, Taylor Farms, Salinas, Calif.

Bruce Taylor didn't want to go into the family business—lettuce—because he didn't see a way to differentiate the product. His grandfather started growing and shipping lettuce in California's Salinas Valley in the 1920s, and his father, Ted Taylor, BS 53, followed suit.

But when Taylor's father developed the modified-atmosphere packaging that helped create the packaged salad industry, Taylor changed his mind. He helped his father build their company, Fresh Express, into the market leader in bagged salad.

In 1995, Taylor wanted to innovate further and started a new firm, Taylor Farms, with several financial partners. It's now the world's largest fresh salad processor, with 11 plants and nearly \$2 billion in annual revenue.

At every opportunity, Taylor praises the contributions of the Taylor Farms team; his wife, Linda Ruxton, BA 78; and their four sons—two work at Taylor Farms and two are students. "When I say it's a family business, I mean not only my wife, my sons, and me, but the extended family of every employee."

Taylor gained an appreciation for diversity while studying business and development studies at Berkeley. "I learned that people can have different backgrounds and opinions, and that you can share a common goal and build something together," he says.

Taylor takes a democratic approach to leadership; he doesn't conduct performance reviews because he views the context of "I'm the boss, you're the subordinate" as demeaning. "I don't dictate outcomes. I work with great people who are focused on the customers, not on themselves," he says. "The team interacts constantly, and I want the whole organization to be full of leaders."

Today Taylor Farms makes salads for restaurants like McDonald's and Red Lobster, packages private-label products such as salad kits for grocery giants like Safeway and Kroger, and prepares ingredients and recipes for grocers to make deli items in large quantities. The company's newest group makes fresh meals like chicken dinners and enchiladas in single-serving and family sizes.

"The future is value added," making fresh food more convenient to prepare, Taylor says. "The continual challenge is to make products that are convenient, healthy, and great tasting."

The Campaign for **Haas**

ASK THE DONOR

Philanthropic Frame of Mind

D.K. Kim invests in future
business leaders

Dong Koo Kim became an entrepreneur in international trade in his native country South Korea, and then moved to Southern California in 1989, where he founded B.P. Industries, an importer of home décor items. Kim has been a two-time client of Haas' International Business Development (IBD) Program, hiring students to help develop an educational program in Cambodia and a business to fund it. A longtime supporter of Berkeley-Haas, Kim's most recent gift of \$1.2 million will support international full-time MBA students, including recently establishing the D.K. Kim Foundation Fellowship Fund to make sure this support continues in perpetuity.

Why did you choose to support international Berkeley MBA students?

Many of the students who will benefit from these fellowships will earn their MBAs, go back to their countries, and choose careers that have a positive influence on the largest number of people. My investment goes very far in this way. I feel good about supporting Haas because it is one of the best places for MBA students to learn how to be effective business leaders.

What are the most important skills a business student needs to succeed?

The best business leaders need to set clear goals in the beginning and follow through, work diligently, and be ready to solve problems. They need to do business with integrity and responsibility, be honest with consumers and customers, and have strong business morals.

What have you gained as a client of the Haas School's IBD Program?

In Cambodia, IBD gave me a foundation—a network of people who were receptive to doing business with me, eliminating hours of work establishing the right ties in a foreign market.

How has the business world changed since you founded B.P. Industries?

When I started we had no competitors at all. Now, because of the sophisticated communication vehicles that are available today, business is conducted in a much faster, broader, globalized way. This means the gap between our company and our competitors has become very narrow. Another difference is that many executive managers are dollar-driven instead of value-driven, to a point that they are willing to give up quality for more profit.



PHOTOGRAPH BY MAX GERBER



Watch Dean Rich Lyons talk on path-bending leaders at haas.berkeley.edu/haas/about/dean.html.



New Chairman

Blum takes helm of Haas School Board

Financier Richard Blum, BS 58, MBA 59, became chair of the Haas School Board in February.

A longtime Haas board member and recipient of the school's 2009 Lifetime Achievement Award, Blum is founder, chairman, and president of Blum Capital Partners and founder and chairman of the American Himalayan Foundation. He also founded UC Berkeley's Richard C. Blum Center for Developing Economies and is a past chair and current member of the UC Board of Regents.

Blum takes over for Michael R. Gallagher, BS 67, MBA 68, who will continue to serve on the board.

"I am thrilled to welcome Dick Blum as our new board chair, given his pioneering leadership and steadfast commitment to Berkeley-Haas," says Dean Rich Lyons. "Dick can build on the good work Mike Gallagher has already done to ensure The Campaign for Haas and all it enables is successful."

Supporting the Dean's Priorities

Haas Fund Gifts Help Realize Rich Lyons' Vision

New online learning initiatives. More student financial aid. Developing the Innovative Leader curriculum and expanding the International Business Development Program. These are four major dean's initiatives supported by recent gifts to the Haas Fund.

In 2011, four alumni significantly increased support of dean's initiatives, playing a critical role in the success of the school's five-year, \$300 million Campaign for Haas. The four alumni are Marguerite Johnson, BA 60 (Letters and Science), and her husband, Allan Johnson, BS 62; Mario Rosati, JD 71; and Marc Singer, BS 89.

The unrestricted dean's initiatives funds make it possible for Dean Rich Lyons to pursue immediate opportunities that support the school's mission of developing leaders who redefine how business is done. Since 2009, gifts that support the dean's initiatives have increased more than any other type of gift.

Long-Distance Learning

Haas Insights, our video website for alumni, continues to provide exclusive content from the school's faculty and high-profile guest speakers. Recent videos include Whirlpool's CEO discussing innovation at the home-appliances giant and marketing guru David Aaker. Bookmark Haas Insights for quick insights from business thought leaders: insights.haasalumni.org.

UPCOMING EVENTS
haas.berkeley.edu/events

MBA Reunion Weekend

April 26-29
Berkeley

Annual Alumni Conference

April 28
Berkeley

Haaski Golf Tournament

May 14
Orinda, California

Barcelona Symposium

June 1-3
Barcelona, Spain

BCEMBA Reunion Weekend

September 21-23
San Francisco

Homecoming

October 6
Berkeley

San Francisco Networking Event

October 16
San Francisco

Big Game

October 20
Berkeley

Play Digital Media Conference

October 27
Berkeley

Haas Worldwide Events

EVENT Berkeley-Columbia Gala



Petty Would Be Proud

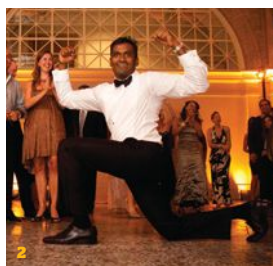
It was a night to remember

It's no easy feat to riff on a Tom Petty song. But Dean Rich Lyons took a stab at doing just that when he played "It's Good to Be Dean" to the tune of Petty's "It's Good to Be King" at the 2011 Berkeley-Columbia Executive

MBA Gala, held at the Ferry Building on San Francisco's Embarcadero. The dean's performance, stunning venue, and chance to reconnect made it an unforgettable evening for BCEMBA alumni and friends.



Check out photos from recent Haas alumni events at flickr.com/haasalumni.



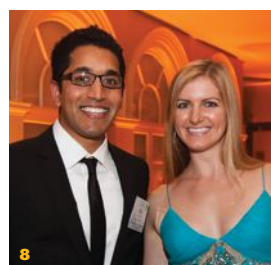
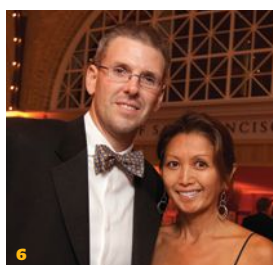
Berkeley-Columbia Gala

1 Amit Parikh, BCEMBA 13, and wife Punam Parikh

2 Avin Arumugam, BCEMBA 12, claims victory on the dance floor.

3 Joel McKelvey, BCEMBA 09, and Cathi McKelvey dressed to the nines

4 Lisha Bell, BCEMBA 13, dances the night away.



5 Christiane Schmilinsky, wife of Jorge Schmilinsky, BCEMBA 10

6 Ezra Roizen, BCEMBA 05, and Bambi Roizen

7 Shimanti Guha, BCEMBA 11

8 Anil Keni, BCEMBA 13, and Rebecca Keni

9 Former BCEMBA Director Robert Gleeson; Patti Birbiglia, BCEMBA 04; and Chris Phenner, BCEMBA 04



10 Tara Martinez, Kathryn Kagan, and Robin Kwok, all BCEMBA 12

Haas Gala

11 Leading Through Innovation Award winner Bob Lutz, BS 61, MBA 62, former General Motors vice chairman

12 Dean Rich Lyons presents Bob O'Donnell, BS 65, MBA 66, with the Haas Business Leader of the Year award.

13 Sam Mathias, MBA 12

14 Ruth Berson; Victor d'Allant, MBA 87; and Josephine d'Allant, BA 12

15 Alyson Madrigan, MBA 11, and Renu Mathias, wife of Sam Mathias, MBA 12

16 YEAH alumna Cimone Hall

17 The Straw Hat Band plays Cal favorites.

Old Blues

18 Jo Maxon and Karl Ruppenthal, MBA 50

19 Boyd Quinn, BS 50

20 Marvin Mizis, BS 60; Robert Bergman, BS 47; and George Hutchinsan, BS 54

Gap Event

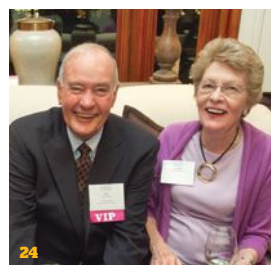
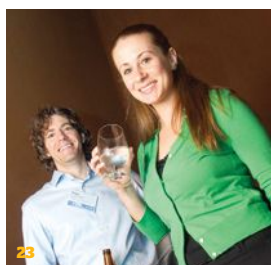
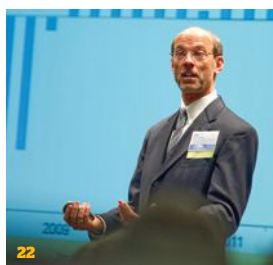
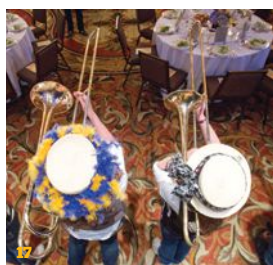
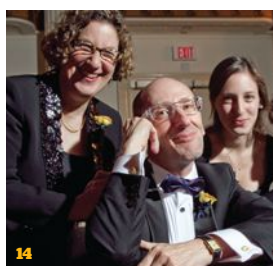
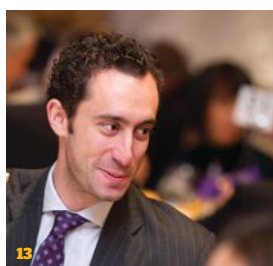
21 Peng Ng, MBA 94

22 Haas Prof. Jim Wilcox gives an update on the economy.

23 Peter Luber, MBA 02, and Alyssa Zagrobski

Taste of Haas

24 Past Dean and Professor Emeritus Ray Miles shares a laugh with his wife, Lucile.



Haas Alumni Notes

ENTRY LEVEL Doreen Bloch, BS 10, Author, New York City

Startup Dreams

Living an Entrepreneur's Life

Just two years after graduating from Haas, 23-year-old Doreen Bloch, BS 10, is already calling her own shots.

Now living in New York, Bloch was so inspired by her first post-graduation job working for Second-Market—which facilitates trading private company stock—that she became an expert on startups and is publishing a book about them. *The Coolest Startups in America* offers a run-down of Bloch's 72 favorite startups as well as insights into such topics as when a startup is no longer considered a startup. (When it is no longer at the cusp of vast growth, she says). The book hit Amazon.com in February.

Bloch's current favorite startups: Square, the device that lets users swipe credit cards on smartphones; and renttherunway.com, the designer duds rental site. "People don't know about these things," she says. "My goal is that every chapter makes your jaw drop."

Bloch is in the startup game herself, launching the company Poshly, which matches consumers with well-suited beauty products, in beta during Fashion Week in February. "I used my research for the book to be a source for my own startup," she says. "I hope the book shows readers that if others can do it, they can too."

—Diana Marszalek





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

UNDERGRADUATE

1940's

Lester Dray, of Litchfield Park, Ariz., writes, "Celebrating the 75th anniversary of my international business BS degree (with honors) at the Old Blues event on Dec. 8 brought back many nostalgic memories. My UCB education greatly impacted my ensuing career in military logistics in World War II, 30 years with a petrochemical company, and 15 years as a community college



Lester Dray, BS 40

administrator and teacher in domestic and in domestic and international trade. At the age of 95, I reflect on the connection between these 60 years of opportunities to put to work the basic education principles with great pleasure. Since retiring, volunteer activities in the community and church have become important to me. I now live in a retirement community after 65 years of happy married life—Sybil passed away in 2009."

1951

Hugh Gordon, of Mapua, New Zealand, writes, "Enjoying life and summer weather overlooking Tasman Bay at the top of the South Island in New Zealand. Having good health is a bonus. Best

wishes to any former classmates who remember the post-war days at Cal (1946-51)—the big tent and scramble to register all the returning vets. Good memories!"

Ron Milligan, of Westminster, Calif., is semi-retired and teaching journalism at California State University, Long Beach.

1953

Rodney LaRocque, see MBA 1977 notes.

1957

Richard "Dick" Fay, of Penn Valley, Calif., followed his business and journalism studies with a career in creative advertising and marketing management for major corporations in the Bay Area. He directed advertising for U.S. Sprint and managed communications and marketing functions for Octel Corp. and divisions of United Technologies, CBS, and FMC Corp. Semi-retired, he lives with his wife, Terry, in the Sierra foothills and visits his two sons and four granddaughters whenever possible. Time permitting, he continues writing for publication.

1958

Phil Braverman, see MBA 1959 notes.

John Dellar, of San Francisco, sold his chain of retail beauty supply/salon stores in 1999. Since then, he has been a counselor for small businesses with SCORE through the Small Business Administration.

In addition he has co-chaired a weekly homeless shelter feeding program in San Francisco for 16 years. John writes, "My BS in business at Cal was invaluable in providing me with the ability to grow a business. It has also been important in my volunteer work at SCORE." John's wife, Jobyna Akers Dellar, another Cal Business graduate, sold her successful office products representative agency and is a volunteer in the San Francisco schools, working with at-risk children. John and his wife enjoy music, theater, travel, their grandchildren, and rooting for Cal at football and basketball games.



Vijay Kumar (Pandit), BS 65, at the wedding of son Jay and daughter-in-law Alyse.

1963

Michael Wood, of Honolulu, Hawaii, is the principal of MW Group Ltd., a commercial real estate firm. He has been married to Joanne Wood for 50 years and has three children and nine grandchildren.

1964

Clay Henley, of Chicago, Ill., manages separately managed accounts for clients at J.P. Morgan. His is still married to Cheryl, and his only son, Keven, will go off to college next year.

1965

Vijay Kumar (Pandit), of Mountain View, Calif., writes, "My Thanksgiving was spent at my daughter Amba's house in Santa Cruz. She's a successful Coldwell Banker agent in both Santa Cruz and Menlo Park. My son, Jay; daughter-in-law, Alyse; and granddaughter, Linden, were also there. Jay works for Solar City as a structural

engineer and Alyse is a lawyer. Jay and Alyse climbed Mt. Conness (12,590 feet) using ropes, adding to their triumphs over Mt. Whitney and the peak Incredible Hulk in the Sierras. I am on the board of advisors of InternetSpeech. InternetSpeech sales are static in the United States, but stronger in Thailand, India, and the Middle East."

Haas Alumni Notes

UNDERGRADUATE cont.

1968

Bob Kellerman of Portland, Ore., writes, "Graduated in marketing and ended up being a store buyer, then a wholesale rep in fashion, mainly in—horrors!—Los Angeles. I made a later-in-life career change to interior design, via UCLA. The tanking of the economy tanked me, too. In 2011, I moved to Portland, which is more like Berkeley than Los Angeles was. Haven't found my way yet, but I will. I am a great problem solver and endlessly curious. Would love to hear from other alums!"

1971

Anita (DeArmond) Vogel, see MBA 1971 notes.

1972

Jim McAdler, of Santa Rosa, Calif., is the administrative services director for the town of Windsor in Sonoma County. In his spare time Jim serves as the treasurer of the Santa Rosa Southeast Greenway Campaign, a grassroots effort to transform an abandoned highway right-of-way into a two-mile gateway to Spring Lake Regional Park. Jim also chairs the Cal Alumni Leadership Award district committee.

1975

Christine Lee is working as an adviser and consultant for multinational companies. Her primary focus is on commercial real estate investment, development, design concept, leasing, and marketing. She is work-

ing on an active lifestyle senior housing project in the United States and Asia. Christine has lived on four continents and is multilingual.

1976

Jean (Bingham) Jones, of San Francisco, is the CFO and CAO at Burr Pilger Mayer. Headquartered in San Francisco, BPM is the largest California-based tax, accounting, consulting, and wealth management firm.

1977

Kathy (Teng) Dwyer, is the executive director for Harbor House Ministries, a nonprofit that serves people living in the San Antonio neighborhood in Oakland, Calif. The agency provides programming to a high-poverty, multicultural population. Harbor House Ministries' programs include a daily after-school program for 65 Oakland Unified School District students, free food and clothing distribution, ESL classes for adults, and a community garden. Kathy and her husband, Terry, are busy raising their three children, getting involved in local Oakland politics, and volunteering in Oakland public schools.

1978

Linda (Parinella) O'Keefe, writes, "Auto racing took my husband and me, formerly Bay Area natives, from California to the greater Indianapolis area earlier in 2011." Linda is the CFO of Elevate Ventures, a firm backed by the

state of Indiana to build, nurture and expand the entrepreneurs and early-stage, high-growth companies and ecosystem within the state.

1980

Sheryl Hawes, of Concord, Calif., writes, "I concluded my 30-plus year career at AT&T, and now I am able to be spontaneous and play golf, travel, or hang out at the coffee shop whenever I want! My UC Berkeley accounting/finance education served me very well at Pacific Bell, now AT&T, and I often felt I had an advantage because of that. My first director was an alumnus of UC Berkeley Business School, and that helped me get in the door back in 1981! Soon I'll be heading to India for two weeks to attend a wedding and all the wonderful festivities surrounding an Indian wedding. After the wedding, the groom's family is treating the American visitors to a jungle retreat for three days. It is an opportunity I could not pass up."

Russ Irwin, of Sausalito, Calif., writes, "Retirement is good! 2011 was a full year of sailing. We started in the west Caribbean, specifically in the San Blas Islands on the east coast of Panama. We ended in Raiatea, 125 miles west of Tahiti. We sailed 6,000 miles via the Panama Canal, Galapagos, Marquesas, Tuamotus, Tahiti, Moorea and Bora Bora. More information can be found at www.newmorning.info."

1981

Hal Bogotch, of Los Angeles, is teaching ESL to Korean students at Nexon America in El Segundo, Calif. He recently co-authored *Compelling American Conversations*, an ESL conversation textbook. Hal's wife, Laura Lacamara, recently completed an illustration project for Arte Publico Press in Houston. Her first bilingual picture book, *Floating on Mama's Song*, will soon be available in digital formats from HarperCollins. Their daughter, Annalisa, is a second grader in the English-Spanish immersion program at Grand View Boulevard Elementary School in West Los Angeles.

1982

Alan Deitch, of Corvallis, Ore., is the owner of Raising the Bar Real Estate, a real estate brokerage. Alan has three children, one of whom is a freshman at Georgetown University.

1984

Tama Smith, of New York, accepted a new position as CEO of The Tyra Banks Co. Inc.

1985

Christa Pedersen, of San Ramon, Calif., is the marketing manager for health care, nonprofit, and manufacturing/wholesale/distribution industries for Armanino McKenna, a CPA firm. Christa enjoys helping produce webinars and planning client appreciation events.

1986

Kim (Crossley) Carter, of Palo Alto, Calif., writes, "Happy New Year to all! I've read the alumni notes for years and wanted to submit my own. At this point in my life and career I feel tugged in two directions: wanting to continue to pursue my career and capitalize on my great education at Haas and wanting to enjoy my family. Balancing is hard but consulting has helped me to meet this challenge. I still miss the camaraderie of the work environment, though. In 2012, I'll be looking for a new work arrangement and to reconnect with fellow Haas alums. Go Bears!"

1987

Kevin Tolsma, of Camarillo, Calif., is the president of the estate planning council of Ventura County and is an alumni adviser to prospective donors for the UC Berkeley Foundation. He also volunteers at the local youth center at his church. Kevin is a certified financial planner and advises individuals and business owners regarding their finances, insurance, and positioning of their assets as it relates to their retirement, business succession, and estate planning goals. When not working, Kevin enjoys spending time with his family and at the beach.

1988

Mark Coker, of Los Gatos, Calif., founded Smashwords, a free e-book publishing platform for self-published authors, in 2008. Smashwords

has grown to become the world's largest distributor of self-published e-books with a catalog of over 100,000 titles. The books are distributed to the Apple iBookstore, Barnes and Noble, Sony, and Kobo. Mark writes, "Every day, I'm thankful for my Cal education and experience, and thankful to Ruth Nice and team for accepting me into the undergraduate business program. Peace all!"

Linnet Kwok, of Shanghai, China, is working as the operations director for a recruitment firm based in the United Kingdom. Previously, she worked at World Wildlife Fund as a fundraiser.



Linnet Kwok, BS 88, and husband Edward Tung, BS 83, traveling with their two sons in China.

Linnet, her husband, **Edward Tung, BS 83**, and her two sons, Nathan and Nicholas, enjoy traveling throughout China.

Harvey Schwartz, is working for the Commander, U.S. Pacific Fleet in Pearl Harbor, Hawaii, as the deputy for fleet and joint exercises division. He and his wife, Mary, have lived in Oahu for the past six years and plan on making Hawaii their permanent home after serving in the U.S. Marine Corps for over 24 years. Harvey recently

served as the lead planner for a United States and Australia military exercise involving over 20,000 participants in eastern and northern Australia in June and July of 2011.

1990

Vidya (Ramanjaneya) Kagan, of Boston, continues to enjoy her work as a fundraiser in the world of education. She was recently promoted to director of major gifts and campaigns at Noble and Greenough School in Dedham, Mass.

1991

Pauline Ng, of San Jose, Calif., has worked exten-

sively in different areas of accounting, including tax filings, financial audits, general ledgers, consolidations, and SEC support. She is now in charge of consolidation and the maintenance of internal reporting. Pauline is married and has two daughters.

1992

David Cain, see MBA 1997 notes.

1994



Eric Wold, BS 91, with fiancée Selin in Venice, where he proposed.

Eric Wold, of San Francisco, writes, "There have been a lot of changes in my life recently, and I'm excited for what's in store in the years ahead. First, following five years in New York, I've relocated back to San Francisco to be closer to Cal. Then, after almost 10 years with Merriman Capital, I joined B. Riley and Co. at the end of September with a team of my former colleagues, where I will continue research coverage of the media and entertainment industry. Finally, I proposed to my girlfriend, Selin, this summer in Venice, and we are getting married next June in Napa. She's a UCSB Gaucho, but she's been quickly learning the ways of the Golden Bears."

1995

Dan Moser, of San Francisco, now leads the mobile and supply efforts for the largest video network in the U.S., BrightRoll. Dan and his wife, Maeve, are expecting their first child, a son, in April of 2012.

1996

Melanie Rhinehart Van Tassell, of Alexandria, Va., writes, "In August, I was named chief of staff to Rep. Mike Thompson, who represents much of California's North Coast in Congress. The job brings me back to California more often, which enables me to see family and friends. If any

traveling 90 percent of the time, I now work from my home office. I live in Brentwood, Calif., with my daughter, Chaya (7). My grandparents and parents are both living in Hong Kong, so I travel quite a lot to Asia with Chaya—almost two or three times per year. My little girl is such a world traveler! She has already been to more than 10 countries."



Melanie Rhinehart Van Tassell, BS 96

Haas alums find themselves in D.C., please drop me a line if you need a Capitol or White House tour. Go Bears!"

1997

Josephine Chan, writes, "It's amazing that I've been able to stay with the same company for such a long time! I've been through several mergers and ended up as a senior business consultant at IBM. Once

Viola Sutanto, of San Francisco, writes, "My design studio, chewing the cud, which focuses on branding for small businesses, continues to expand its eco-friendly gift presentation product offerings this year. On the home front, we are blessed with our daughter, Maika."

Ailien Tran, of Saigon, Vietnam, writes, "After graduation from Haas in 1997, I joined Morgan Stanley, then the Capital Group Companies, as an IT person. I then left the financial industry to pursue a public-service endeavor. I earned an MPP from the Goldman School of Public Policy in 2009. Right after graduation, I moved to Vietnam for my Fulbright



Josephine Chan, BS 97, with daughter Chaya

Haas Alumni Notes

UNDERGRADUATE cont.

tenure. I'm currently building a nonprofit in Vietnam. We provide classes in parenting skills and educational games for local parents and kids. The experience has been a rollercoaster ride, but its reward is beyond expectation. I also freelance for BBC Vietnamese and a local newspaper. In less than two years, my nonprofit (www.bancuabe.org) has served over 1,500 parents, 4,000 children, and 200 college students."

1998

Irene (Chen) Poston, see MBA 2003 notes.

1999

Sun-Sun (Chen) de Swaan, of New York, joined Glocap, an executive search and recruiting firm, as a director and leads the firm's real estate practice. She brings over 10 years of real estate and principal-investing experience to the role. Sun-Sun works with clients across the real estate sector, including firms involved with acquisitions, development, financing, and property management.

2002

Kristine (Fernando) Pompeo, of Upland, Calif., writes, "The newest addition to the Haas Family arrived on Aug. 29, 2011. Drew Fernando Pompeo was born in Burbank, Calif., blessed with tons of hair. My husband, David, and I are extremely thrilled with our first



Kristine (Fernando) Pompeo, BS 02, with husband David and newborn Drew Fernando

child, but most of all we just want more sleep! I'm still working at Walt Disney Studios Home Entertainment in Burbank, Calif., so if anyone is working in entertainment and wants to connect or reconnect, send me a note. Go Bears!"

2003

Jennifer Ma, of Venice, Calif., is the director of finance and accounting at Grubwithus Inc., a startup that takes online relationships offline by connecting people over great food.

Monica Patel, of Los Angeles, is in her second year of the MBA program at UCLA's Anderson School of Management. After graduating from Haas, Monica worked in marketing for the high-tech industry. She looks forward to returning to the Bay Area after graduating in 2012 from Anderson.

Yonnie Zheng, of Los Angeles, is working at Disney Consumer Products as the sustainability assistant manager, focused on embedding sustainable business practices into products, operations, and the em-

ployee community. She writes, "I'm really excited to have this opportunity to be a change agent and help drive sustainability momentum at this global firm. I attribute my experiences and courses at Haas and Berkeley for providing me with the inspiration and courage to pursue this corporate citizenship/sustainability field." Before joining Disney, Yonnie graduated with an MBA from New York University's Stern School of Business, and worked at Accenture and Ann Taylor. She recently became engaged to Dr. Benjamin Chen of Kaiser Permanente.

2004



Fresas (Flores) Balistreri, BS 04

Fresas (Flores) Balistreri, of San Diego, Calif., has been married to Piero Balistreri since 2008.

Fresas is currently the teacher community manager for the music lessons company TakeLessons.com and the center representative for the Carnegie Hall Royal Conservatory's The Achievement Program. In addition, she is a member of the faculty of Colorado Technical University and the La Jolla Conservatory of Music. Fresas serves on the executive boards of various nonprofit organizations, including the California Association of Professional Music Teachers, the National Federation of Filipino American Associations, the Philippine American Community of San Diego County, the Fil-Am Humanitarian Foundation, and ACCESS International. Since winning the titles of Miss Philippines San Diego County and Miss RP-San Diego Tourism, she has been an active promoter of Filipino culture. Fresas has also performed internationally for U.S. troops in 2007 and 2009, as part of a USO Tour in Afghanistan and Qatar.

2006

Johan Kharabi, of New York, is the senior program officer for Global Policy Programs.

2008

Oscar Cabot, of Walnut Creek, Calif., and his wife are expecting their first baby. Oscar's wife is an evening and weekend Haas MBA candidate, and he is getting his MBA from Babson. He writes, "Between our studies, the baby coming soon, and our funded startup, we have our hands full!"

Paul Duan, of San Francisco, took time off to travel through California and Colombia after completing his two-year investment-banking program. He is now looking to make a career switch into the technology industry.

Brian Ouyang, of Washington, D.C., works in the health care industry doing corporate development and strategic planning.

Benjamin Wu, of Portland, Ore., works in corporate strategy at Nike.

2009

Shan Kachhi, of Hollywood, Calif., is pursuing a career in music and entertainment. His company, Royal Fam Productions LLC, is planning on releasing its first two projects in early 2012.

Jeff Wiguna, of San Francisco, recently launched Be a Remedy, a nonprofit dedicated to turning people's everyday lifestyle choices into opportunities to help a cause. Considered an extension of Remedy Music Project, the charity concert production club he started while in school, Jeff is now working to build relationships in communities in San Francisco and launch a pilot in Dolores Park in early 2012. He attends church, is a member of RealitySF, and is an avid jazz fan and musician.

Richard Zen, of Hong Kong, started a new job with Deloitte Consulting.

2010



Doreen Bloch, BS 10

Doreen Bloch, of New York, recently left the financial services industry to pursue new projects, including writing a book. Doreen's book, *The Coolest Startups in America*, is now on sale online. (For more, see page 24.)

Marc Pfeiffer, of Venice, Calif., completed his first real estate investment project the year after he graduated. The property provides a 23 percent cash-on-cash return on \$325,000 worth of equity. He writes, "Turning the theory from my real estate classes into action has been extremely helpful in increasing my overall understanding. The project was not free of problems. I learned the hard way to get contractor estimates in writing before starting projects and to pay invoices only after work was completed. Now I'm collaborating with new investors and getting prepared for the next project."

2011

Kevin Land is currently living with fellow 2011 alums **Carlos Mosqueda** and **Karl Andersson** in San Francisco's West Portal district. The three are respectively working

at Triage Consulting Group, KPMG, and Yelp. They spend their free hours together launching their event production and music business, Elephant Guns Music, from their in-house studio. They enjoy sharing their house with a computer programmer from Stanford and a professional chef of twelve years.

Anjali Menon worked at *The Economist* in New York City this summer.

Stanley Quan of Madison, Wis., began working as a project manager and implementation consultant at Epic Systems in November.

Kuan Yang writes, "I have been doing an internship at UBS Hong Kong."

MBA

1959

Phil Braverman of Folsom, Calif., joined IBM after graduating from Haas. He writes, "Those were exciting days to be in the computer business. My career with IBM, mostly spent in the marketing divisions, was rewarding, and I got to travel all over the world—including a three-year assignment in England." After retiring in 1989, Phil started a consulting firm and spent 19 years traveling around the country helping clients plan and develop new products and services. He is involved in multiple volunteer projects to help regional performing arts organizations.

ALUMNI AWARDS AND ACCOLADES



Limelight Shines on TubeMogul

TubeMogul—a video advertising firm founded by alumni Brett Wilson, John Hughes, and Mark Rotblat, all MBA 07—racked up several honors last fall, including landing among the top 10 fastest-growing Bay Area private companies. The *San Francisco Business Times* named TubeMogul the seventh fastest-growing private Bay Area company based on revenue growth. TubeMogul also placed 13 on the "Technology 200" list of the fastest growing tech companies nationwide, compiled by information services firm Lead411. And TubeMogul was named to the "Streaming Media 100: Companies That Matter Most in Online Video" list by *Streaming Media* magazine. The TubeMogul co-founders met in a Lester Center entrepreneurship class and worked in the school's startup incubator. They competed in the Lester Center's Business Plan Competition twice, first making it to the semifinals and then tying for first. TubeMogul now employs at least 20 Haas or Cal graduates.



Modify Watches Clicks As Top Young Startup

Modify Watches, led by Aaron Schwartz and Gary Coover, both MBA 10, and Liz Callahan, MBA 11, ranked sixth in the Impact100, a list of top companies run by young entrepreneurs aged 30 and under compiled by the Kauffman Foundation and other partners. The list is based on such factors as revenue, social impact, online votes, and media recognition. Since its 2010 launch, Modify Watches has created customized watches for Google, Facebook, and UC Berkeley, among others. The company donates a percentage of its sales to St. Vincent de Paul of Alameda County; Larkin Street Youth Services in San Francisco; and WonderRoot, a nonprofit arts organization in Atlanta.



Cusumano Binetti Named Silicon Valley Rising Star

Antonia Cusumano Binetti, BCEMBA 05, was honored by the *Silicon Valley Business Times* as one of the "40 under 40" in 2011 for her success as a principal in Price-waterhouseCoopers's Global People and Change Division. Based in San Jose, Cusumano Binetti, 39, oversees a multimillion-dollar business and is responsible for building the western region's presence. She helps clients with the people problems that might come from a merger, outsourcing, new business models, or new technologies, according to the *Business Times*. That includes working with companies on succession plans, post-merger plans, and HR department assessments. She told the paper that "a client once (lovingly!?) referred to me as the 'velvet hammer.'"



Arnold Honored for 70 Years of Support

Ed Arnold, BS 40, was honored at the UC Berkeley Charter Gala in March for his more than 70 years of key contributions as a council member of the class of 40. Though confined to a wheelchair since a 2009 car accident, Arnold is still actively involved with Cal causes. "My greatest day at Cal was May 25, 1940, graduation day," says Arnold. "It was the step to a career as a certified public accountant. As a tax specialist, I led the way with clients to the value of charitable giving to education." He practiced as a CPA in Oakland for more than 40 years. As retirement approached, he made generous financial contributions and poured his energies into supporting Cal in many ways, including the Haas Gold Tournament Committee. The annual tourney has contributed nearly a million dollars to the Haas School's Annual Fund.

Haas Alumni Notes

MBA cont.

1962 45TH REUNION APRIL 26-29, 2012

1964

Don Hendon and co-author Jay Congrad Levinson, an expert in guerrilla marketing, will publish their book, *Guerrilla Deal-Making*, in early 2012. The book highlights the 100 most powerful negotiating and influence tactics from Don's 365 *Powerful Ways to Influence*. Don's book is a "fractured fairy tale" about what might have happened if Donald Trump had tried to negotiate a deal with Mao Tse-tung to build a casino-hotel in Shanghai.

1967 45TH REUNION APRIL 26-29, 2012

1970

Tod Gregory, of Menlo Park, Calif., retired from Korn/Ferry International in 2009. He is currently helping newly recruited Stanford GSB professors' wives, husbands, and significant others find appropriate job opportunities through the Dual Career Program. He also helped the Cal Alumni Association recruit its new executive director, Jefferson Coombs. Tod is also active in Palo Alto University Rotary. He has three grandchildren, and his youngest daughter was recently married.

Alejandro "Alex" Stolarski, of La Jolla, Calif., recently visited Berkeley to see his son's graduation. He graduated with a PhD in physics.

1971

Steve Fabricant, of Okinawa, Japan, writes, "After leaving the beautiful Bay Area in 1978, I'll be spending more time there now. My son, Daniel, and I recently bought an apartment in San Francisco's Mission district. Daniel is a well-regarded jazz bassist, which gives me access to lots of great music. My daughter, Elise, is a yoga entrepreneur in Denver. My own international health economics consulting is drying up as a new and more optimistic generation takes over."



Peter Michael, MBA 71

Peter Michael published his book, *Remembering John Hanson*, a biography of the first president of the original United States government chartered by the Articles of Confederation.

Garrett Vogel and Anita (DeArmond) Vogel, BS 71, live in Dallas. Garrett has a specialized litigation support practice and also provides compliance, analytic, and back-office services to a number of small public companies. In his free time Garrett sits on a foundation board, stays politically involved, and is a city council appointee to the board of Dallas' Martin Luther King Jr. Com-

munity Center. Anita, formerly senior vice president at Comerica and vice president of finance for the Richardson Independent School District Tomorrow Foundation, is evaluating her next move while consulting with several small public companies. In the meantime, she's serving on the board and as treasurer of the Grammy-nominated Dallas Wind Symphony and is on the loan committee of the Dallas Center for Nonprofit Management.

1972 40TH REUNION APRIL 26-29, 2012

James "Jim" Schnell, of Orinda, Calif., retired after running his own mortgage company in Berkeley for 31 years. Schnell Investment Co. served Bay Area real estate buyers, investors, and refinancers of commercial and residential property. Before starting the company, Jim worked as a loan officer in the savings and loan industry and as a lending analyst for the Federal Home Loan Bank of San Francisco. Jim looks forward to traveling with his wife, Andrea, and son, Ryan. In addition, he enjoys golf, bocce, fly fishing, skiing and playing the ukulele.

1974

Cox Ferrall, of San Francisco, is an executive sales coach for successor CEOs of manufacturing and distribution companies selling in the business-to-business marketplace. He works for Sales Wisdom Now.

1976

Donald Smith, see PhD 1981 notes.

1977 35TH REUNION APRIL 26-29, 2012

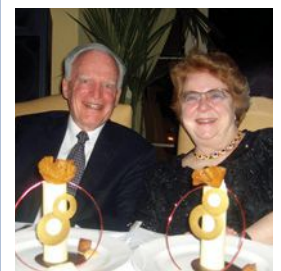


Joseph Carlson, MBA 77

Joseph Carlson is a retired CPA and grandfather with three children (8, 7, and 5) at home. He is a senior vice commander for VFW Post 7829 in Monument, Colo. and a motorcycle rider with the Colorado VFW Warriors. He writes, "This past year has been filled with numerous motorcycle riding activities, including the Laughlin River Run, Sturgis, and the Top of America Run, combined with activities with the children, including the Space Derby and Pinewood Derby. As the VFW senior vice commander, I'm involved in projects such as the Buddy Poppy events on Veterans Day and Memorial Day, preparing care packages for the troops in Afghanistan, and the July 4 parade in Monument. This coming year, my wife, Kathy, the children, and I will travel to Uruguay to enjoy the beaches."

Rodney LaRocque, of Las Vegas, Nev., retired from Dean Witter (now Morgan Stanley Smith Barney) in 1977 as first vice president of the corporate tax department. Rodney also

served as a financial officer for a nonprofit organization for several years. His wife has not yet retired and is the senior food and wine editor for *Luxury Las Vegas* magazine. They have five sons, four daughters-in-law, one grandson, and four granddaughters. Rodney and his wife love to travel and have visited countries across the world. They have two foreign trips planned for this year.



Rodney LaRocque, MBA 77, with wife Marilyn

Craig Pynn, of Walnut Creek, Calif., started his own technology marketing business, Helios Marketing Advisors Inc.,

in 2003, after spending 35 years in the electronic and semiconductor automatic test business. Craig currently works with small-business clients in China and the United States, helping them improve their marketing strategies and tactics. He continues to receive treatment for his prostate cancer. His diagnosis of advanced prostate cancer in 2009 led him to work with prostate cancer advocacy and support organizations, including Us TOO International and Project Zero. Craig is also a consumer reviewer for the Prostate Cancer Research Program of the Congressionally Directed Medical Research Programs (CDMRP). His book, *One Man's Life-Changing Diagnosis: Navigating the Realities of Prostate Cancer*, will be published in May 2012.

1978

Azmat Malik, of Saratoga, Calif., writes, "After a couple of years of figuring out what to do when I grew up, several initiatives have begun to coalesce into a STEM (science, technology, engineering, and math)-based after-school activity for Oakland high school students. I provide an integrated program bringing together a drive to learn STEM subjects with entrepreneurship in environmentally responsible business practices. I'm just getting started and will update as we move along."

1981

Susan (Marchant) Angel, of Greenbrae, Calif., worked for a cargo airline before going to UCLA Law School. After becoming an attorney, Susan worked for a few large law firms before starting her own legal practice in San Rafael, Calif. She focuses on estate planning—wills, trusts, settling of estates—and real estate law, including evictions. Susan has been married for 34 years and has four grown children. She is active in the Marin Cal alumni group, and has season tickets to the Bears' football games.

Don Rath, of Burlingame, Calif., is the vice president of corporate tax at Synopsys Inc., a public electronic design automation software company in Mountain View, Calif. Don is married and has two children. He is the chairperson of the financial reporting committee of the Tax Executives Institute and an active member of the Silicon Valley Tax Directors Group.

1982 30TH REUNION APRIL 26-29, 2012

Tom Alberts, of Sacramento, Calif., left Intel five years ago to pursue his interests in teaching and consulting. Tom is teaching part time in the Sacramento State Executive MBA program and consulting with several small businesses in the area. He has also done some work with the UC Davis Center for Entrepreneur-

ship. During the 25 years he spent at Intel, Tom was able to work in and visit over 30 countries. He writes that trips to Ghana and Cambodia were among the highlights. Tom is looking forward to seeing his classmates at their 30th reunion in April.

1983

Mark Berger, of Menlo Park, Calif., started a new position at NVIDIA Corp. in April 2011. He is the life and materials sciences alliances manager and works with software developers to accelerate applications on GPUs. Three of the top five supercomputers use GPUs to accelerate their simulations and computations.

Michael Cooke teaches international finance at Khon Kaen University in Khon Kaen, Thailand. Previously, Michael was director of financial planning and analysis at Ocular Sciences Corp. and held finance and project management positions at Kaiser Permanente International and Wells Fargo Bank.

William Zarit, of Beijing, China, was recently promoted to career minister and is now heading the U.S. Department of Commerce operations in China.

1985

Mary "Peggy" Bush, of Oakland, Calif., is practicing law with a focus on business transactions and litigation. Mary is considering putting her business and legal backgrounds together to audit legal work for businesses to

ensure that they are being properly and reasonably charged and to recommend ways in which they can economize.

1986

Karen Criddle, of Bellevue, Wash., writes, "Every year for the past 10 or so years, six or seven of us get together for an MBA girls weekend away to catch up, hike, drink, dine, shop, and have fun. This year we went to Capitola, where, among other activities, we went sea kayaking—hence the lovely 'skirts.'"



Pamela Moraga, MBA 87

Pamela Moraga, of Ashburn, Va., is excited to join General Dynamics as a director of business development. Pamela will be focused on working with customers on imagery systems and geospatial solutions.



A group of MBA 86 and 87 grads get together every year for a girls weekend. Pictured here on this year's trip sea kayaking in Capitola are (l. to r.) Kate Johnson Hart, Karen Criddle, and Tonia Sabatini Rubin, all MBA 86; Julie Sloman Chrisman, MBA 87; and Laura Hudson Evans and Jean Nazowa Pelfini, both MBA 86.

Jennifer Eccles, of Fairfax, Va., is the senior adviser to the senior deputy comptroller for large bank supervision at the Office of the Comptroller of the Currency. Her department is responsible for supervising 20 of the largest banks and thrifts in the United States.

1987 25TH REUNION APRIL 26-29, 2012

1989

Hiroshi Matsuda, of Tokyo, Japan, has been president of Financial Learning KK since it was founded in 2007. The company recently received an e-learning award.

1991

Arturo Taboada, of Albany, Calif., founded ALMA Strategies after spending a decade with Turner Construction. ALMA Strategies continues to expand its

Haas Alumni Notes

MBA cont.

presence in the facilities planning and program management business in the Bay Area and Sacramento, working on public facilities and capital programs throughout California. Arturo writes, "Our oldest daughter, Arianna, who attended UCB's childcare center while we were at Haas, is now getting her MPH/MSW at UNC Chapel Hill. Mireya, our middle daughter, is doing an internship in a community garden in Southern California while taking a break from Brown University. This summer she interned with **Steve Ramirez, MBA 12, and Shaw Taylor, MBA 92**, at Beyond the Arc. Our youngest one, Lilia, will start college next fall either in the Pacific Northwest or Southern California. Diane, my partner and soulmate of almost 25 years, continues to work in education for the Vallejo School District. When she is not teaching teachers there, she continues to do research in literacy in central Mexico. We continue to be involved in the local schools and girls soccer, as we rapidly become empty nesters. It was great to see quite a few of our Haas 91 classmates at our 20th anniversary reunion. Be well!"

1992 20TH REUNION
APRIL 26-29, 2012



Laura Keretsy, MBA 97, and Kristin Nicholson, MBA 93, visited Michelle Buckles, MBA 93, in Rwanda (all pictured l. to r.).

1993

Michelle Buckles, of San Francisco, returned to the Bay Area after working two years in East Africa as part of TechnoServe's Coffee Initiative, a Gates Foundation-funded project aimed at improving incomes of coffee farmers in Ethiopia, Kenya, Rwanda, and Tanzania. As regional credit manager, Michelle partnered local and global banks and closed over \$14 million in SME loans. In her time off, Michelle also traveled extensively in Asia. Michelle hopes to continue to increase access to capital and impact investment opportunities in developing countries.

Melissa Kelley, of Santa Rosa, just started work at her "dream job" as executive director of the nonprofit Sonoma County Regional Parks Foundation. She writes, "It's a challenging time for our regional parks, with significant cuts to our funding because of declining county revenue. We have some

exciting opportunities to become more entrepreneurial, though, and I'm eager to help the Parks Foundation grow into a more substantial supporter of our amazing park system."



Melissa Kelley, MBA 93

1994

Andy Davis, of Seattle, is a consultant for Revel, after spending 13 years with Microsoft.

Morris Noble, of San Anselmo, Calif., is in his fourth year as Northern Trust's regional senior investment officer for Northern California. In the spring, he completed the Chartered Alternative Investment Analyst

program, earning the CAIA designation. Morris is a director of Friends of Laguna Honda, county vice president of the Society of California Pioneers, trustee of Saint Mark's School in San Rafael, and El Presidente of Frontier Boys, a trail riding organization. He writes, "Not much has changed on the family front except we are all getting older: Sarah (10), Caroline (13), Cindy (I know better), Morris (43)."

1995

Anya Axelrod, of Berkeley, Calif., now works in the health care industry at Kaiser Permanente.

touring internationally. Her husband, Brian, is still doing strategy work in the photovoltaic industry.



Kehau Kali Berquist, MBA 95, at her wedding to Greg Berquist in Honolulu.

Kehau Kali Berquist

married Greg Berquist on Sept. 10, 2011, in Honolulu, Hawaii. Kehau is still managing her two companies, The Ho'ike Group (a sustainable technologies company) and Ho'ike and Associates (a management consulting firm for social enterprises) while they launch their new ventures (married life and family).

Gina Ney moved back to California last year after 12 years in Seattle and Chicago. She currently lives in Lafayette with her husband, Richard, her 11- and 14-year-old sons, and dog. She works in MBA Career Management at Haas and just got back from



Gina Ney, MBA 95, of Haas MBA Career Management, with Jaeyong Bae, Prasoon Raghuvanshi, and Andrew Lee, all MBA 13, on a student Hong Kong Trek.

Hong Kong, where she accompanied a group of finance students who were meeting with Asian banks. She writes that while there, she had breakfast with Haas MBA buddy, **Chris Lee, MBA 95**, "who was just as fun as ever." Gina hopes to see more of her local Haas classmates in the coming year.

1996

Mark Beckford, of San Francisco, is back in the United States after a two-year assignment in China. Mark formed a company, NetBridge Global Inc., to help technology companies do business in China. He is very excited to follow his passion for entrepreneurship.

1997 15TH REUNION APRIL 26-29, 2012

David Cain, of Piedmont, Calif., writes, "Just had a beautiful baby girl named Madison Grace Cain on Oct. 20 with my wife, Regan. The twins, who were born while I was at Haas, are now almost 15 and adjusting nicely to high school and their new baby sister. I'm still in the tech marketing field and loving it. I recently joined a great company in the social marketing space called Crowd Factory. It's a blast to market to marketers! Hope all is well with everyone!"

Johan Smet, of Denver, welcomed Catalina Patricia Maria Smet into the family on June 13, 2011. She joins older siblings Graciela (11)

and Diego (9). Johan's wife, Renee, continues her affordable housing consulting business and the management of the ski rental condo in Copper Mountain. Johan is getting ready to take a new position at Trimble Navigation as director of technology consulting and services. Diego has joined his school's Grizzlies basketball team, and Graciela continues to be engaged in theater class and the local choir.

Deborah (Chaplin) Spalding, of New Haven, Conn., received a faculty appointment in forest and ecosystem finance at the Yale School of Forestry and Environmental Studies. She is a managing partner at Working Lands Investment Partners LLC, which specializes in the investment and long-term stewardship of sustainably managed working lands through the creation and sale of environmental credits from wetlands, wildlife habitat, and water quality restoration projects.

Dan Stryker, of Asheville, N.C., writes that his volunteer opportunity search engine, www.allforgood.org, was acquired by the Points of Light Institute HandsOn Network. Dan continues to run the search engine, which searches for volunteer opportunities on a variety of large non-profit and government sites. He will also move into an expanded role at the Points of Light Institute as vice president of digital products.

1998

Gonzalo Deustua, of Mexico City, Mexico, plans to expand Dresden Partners' near-shore outsourcing services to the San Francisco Bay Area. Dresden provides high quality, near-shore staffing, sourcing (recruiting), and software development work for U.S. clients from its Mexico City offices.

Nate Mullins, of East Sandwich, Mass., works for a Web consulting firm specializing in highly customized content management systems. The company is developing a suite of products to bring to market in 2012. Nate lives on Cape Cod with his wife and three children.

1999

Alan Knitowski, of Austin, Texas, continues to run Phunware as its founding CEO. Phunware creates branded mobile experiences, mobile application infrastructure, and content and programming for digital distribution worldwide. Phunware has grown from its three co-founders to nearly 100 professionals in less than three years of operations. It has now achieved profitability and is debt-free. Its customers include CBS, NBC, Sprint, and NASCAR. For more information, visit www.phunware.com.

Nancy Riess writes, "Celebrating Adam's Nobel Prize in Physics in Stockholm, Sweden, was a most extravagant adventure—VIP Airport Service, private limousine, dinner with heads of state and royals! The Swed-



The King and Queen of Sweden with Adam and Nancy Riess, MBA 99, at a celebration of Adam's Nobel Prize in Physics in Stockholm.

ish people embrace and celebrate the success of scientists in a way that Americans only celebrate movie stars. It begs consideration— which celebrities make better role models for the future of our nation? The U.S. leads in many areas of science, technology, and innovation. I see a great business/public service opportunity to elevate and celebrate these leaders here in the U.S."

Leslie Tyler, of El Cerrito, Calif., joined JustAnswer as the vice president of marketing. JustAnswer connects people to doctors, lawyers, mechanics, and other professionals for online help on a flexible schedule.

2000

Drew McMorrow was recently named president of Ballentine Partners, one of New England's largest independent wealth managers. Drew resides in Carlisle, Maryland, with his wife, Melissa, and their three children.

Aylin Gezguc, of Istanbul, Turkey, writes, "As the corporate social responsibility coordinator of Koc Holding, I am responsible

for two community projects. Both of the projects have earned numerous awards, nationally and internationally. We reach 81 cities with hundreds of volunteers. It is very fulfilling to scale up local efforts to the national level. I am also responsible for progress under the UN Global Compact and sustainability reporting across the divergent sectors and companies of Koc Holding. I am pleased to observe my son, Kaan, grow. He is in seventh grade now. I miss my friends from Berkeley."

Werner Goertz, of Danville, Calif., recently joined Qnovo, a venture-funded startup company, as the vice president of business development. Qnovo is a fabless chip company whose product optimizes the charging of lithium-ion battery cells to increase runtime and cycle life. The batteries are used in mobile handsets, portable computing devices, and electric vehicles.

2001

Patrick De Neale, of Oakland, Calif., and three peers from Neato Robotics were given a 2011 *Wall Street Journal* Technology Innovation Award for the design and development of the Neato XV-11 robotic floor cleaner. Launched in 2010, the Neato XV-11 was a grand award winner in *Popular Science's* Best of What's New roundup last year and was selected for recognition by the *Wall Street Journal* this year based on its advanced artificial intelligence.

Haas Alumni Notes

MBA cont.

Kelly (Davis) Hernandez, of New York, writes, "I am happy to announce the birth of our first child, Leila Parissa, in April 2011! Along with our return to the United States after an assignment abroad in Dubai, 2011 was quite the exciting year. I am enjoying all of the changes and would love to hear from any classmates in the New York area!"

Deepak Murthy, of Pittsburgh, Penn., has married and taken paralegal courses since graduating from Haas. He is looking for venture capital seed-ing or interested investors.

Radhika Shah, of Palo Alto, Calif., started SocialVilla, an online social creativity company. Several of SocialVilla's team members, advisers, and investors are Cal alumni and faculty. SocialVilla aims to have an impact on the way people interact online and learn from each other as well as to create a deeper awareness about various cultures.

2002 10TH REUNION
APRIL 26-29, 2012

2003

Charles Creighton, Vancouver, Canada, recently joined Artspoints



Charles Creighton, MBA 03, with daughter Kiera and son Caelen

Rewards International as managing director. Artspoints Rewards is a loyalty program with a goal of ensuring long-term sustainability of the arts. Charles also recently joined the board of the Douglas Park Community Association (where his two children play soccer) and is an adviser to Pacific Horizon Consulting.

Russ Havranek joined CareFusion in San Diego as a director of marketing and product management.

Hitoshi Koide, of Tokyo, Japan, writes, "My company, eBook Initiative Japan Co. Ltd., was listed on Tokyo Stock Exchange Mothers market on Oct. 28, 2011. My company boasts a vast lineup of comic titles, which earn 80 percent of the Japanese e-book market. In the future, I'd like to expand our contents to English-translated Japanese comics."



Hitoshi Koide, MBA 03, at a ceremony for his company, eBook Initiative Japan Co. Ltd., going public on the Tokyo Stock Exchange Mothers Market.

Paulo Mannheimer writes, "2011 was a terrific year for my family and for Instant Solutions, the venture I started after leaving



Paulo Mannheimer (center), MBA 03, with (l. to r.) daughter Laila, wife Elida, and daughters Isabel and Erica

Haas. On the personal side, I decided to end 47 years of being sedentary and became a marathoner. On the corporate side, Instant Solutions has increased its revenues tenfold in the past two years, developing advanced communication platforms for the financial sector and the government. Hope you all are well and in good shape. Warm regards from sunny Rio de Janeiro!"

and currently works at Facebook Treasury. Her book, *The Panchatantra*, was recently published in India. The book is a rewrite of a 1925 translation of the Sanskrit original by Arthur Ryder. It is available on Amazon.



Irene (Chen) Poston, MBA 03

Irene (Chen) Poston, of Redwood City, Calif., works at Verifone and enjoys spending time with her husband. She looks forward to pursuing volunteer work in the upcoming year.

Richard Velazquez, left the Xbox group at Microsoft in Seattle after nearly seven years to join the executive team at PepsiCo. As the senior director of strategic innovations, he focuses on creating new marketing equipment that leverages emerging technologies to create

engaging experiences for consumers. Richard was also honored as a 2011 Top 100 under 50 Emerging Executives from *Diversity MBA* magazine. Richard and his wife, Christine Chen (also a Cal Bear), moved to the Upper West Side of New York in September. Before leaving Seattle, they enjoyed a cruise to Alaska, which included dog sledding, whale watching, and helicopter tours over the glaciers. Christine retained some of her clients in Seattle (including Microsoft) for her marketing and communications consulting firm, Chen Communications, while also establishing a yoga practice in New York. Richard and Christine vacationed in Turks and Caicos for Thanksgiving and visited Chile for the first time last Christmas.



Richard Velazquez, MBA 03, and wife Christine Chen, BS 90 (Mass Comm. & English), on a helicopter tour in Alaska.

2004

Arul Daniel, of Cupertino, Calif., joined Amyris Inc. He writes that it's "a company founded by a bunch of folks from UC Berkeley. It's an exciting opportunity in an exciting space." He and his wife, who works at Intel Corp., have two children

(10 and 13). The family spends time volunteering at church and at soup kitchens.

Martin Huffmann, of Buenos Aires, Argentina writes, "On Nov. 26, I got married to Natalia Maggi in Buenos Aires, Argentina, after almost three years of living together and raising her lovely daughter, Thais. I was fortunate and delighted to share this precious moment with a lot of family and friends, many of them from Haas, who flew from near and far: **Fernando, Alejo, Carlos, Luis, Marcelo, Renato, Pablo, Todor** (8,400 miles from Moscow!), **Jorge, Manu** and **Nacho**. Many more couldn't make it but sent their love and are in my heart."

Carter Keller, of Ather-ton, Calif., writes, "At the end of 2010 I moved from Genentech (where I had worked since graduating Haas) to a startup, Achaogen, that makes antibiotics for life-threatening bacterial infections. My two sons, Graham and Taylor, keep me busy, but I've been waking up early lately to relearn surfing."

Akshay Lele, of San Jose, Calif., is still at Boston Scientific but is now the international marketing manager for his division. Akshay's primary responsibility is to expand the business in emerging markets. He and his wife, Mona, celebrated their 10th anniversary in 2011 and are the parents of two energetic boys.

Venkat Tummalapalli, is director, advisory, at Pricewaterhouse-Coopers LLC. He writes, "Built a new home in San Ramon, Calif.; we love the new community. Varun, who was born when I was attending Haas, is now in the third grade, and we are busy these days with Pokemon."

2005



Francois Pellerin, MBA 05

Francois Pellerin, of New York, joined UBS Global Asset Management in February of 2011 as the head of asset liability investment solutions after working at Citi and J.P. Morgan. He writes, "If you want to read about pension risk management, or need something to put you to sleep, you can download my recent paper at http://www.ubs.com/global/en/asset_management/gis/whitepapers.html."

Dror Shimshowitz, of San Francisco, writes, "After six years at Google, I moved to our YouTube division to spend my days watching cat videos. When I've seen enough, I lead our product platform for content creators and curators, including our recently announced effort to fund a hundred channels from celebrities and Hollywood production companies. We're making major changes to the site, so tune in!"

IN MEMORY Patricia Dunn



Patricia Dunn, Former Haas Board Member and Barclay's Global Investors CEO

Former Barclays Global Investors CEO Patricia Dunn, BA 75 (Journalism), a pioneer for women in business who served on the Haas Board for 11 years, passed away Dec. 4 after a long battle against cancer. She was 58.

Dunn served on the Haas Board, which advises the dean, from 1999 to 2010 and the board of Hewlett-Packard from 1998 to 2006 after a successful investment banking career that included leading Barclays Global Investors (BGI) as its CEO from 1995 to 2002.

Dunn's connection to the Haas School came through her husband, Haas alumnus William Jahnke, MBA 69, a former CEO of Wells Fargo Investment Advisers, where he and Dunn met. In addition to serving on the Haas Board, Dunn annually sponsored a table at the Haas Gala, was a major sponsor of the Haaski Golf Tournament, a sponsor of the Women in Leadership Dinner, and a speaker at various Haas events.

"She rose up the corporate ladder during a time when women were discriminated against openly," said Haas Lecturer and alumnus Steve Etter, BS 83, MBA 89, a partner with Greystock Capital, whose single mother was mentored by Dunn. Like Dunn, Etter's mother rose from typist to successful corporate executive. "There is no doubt in my mind that Ms. Dunn made huge strides for women from her career advancement and management practices."

After earning a journalism degree from UC Berkeley, Dunn landed a temporary secretarial job at Wells Fargo Investment Advisers, which was later acquired by Barclays Global Investors. She rose through BGI, one of the world's largest asset managers, to eventually lead the company. Her many accomplishments at BGI included the launching in 2000 of iShares, a family of exchange-traded funds (ETFs) that now play a major role in the investment world and helped make ETFs mainstream.

Dunn made Fortune magazine's "Power 50" List of America's Top Women in 2000. She stepped down from Barclay's in 2002 to fight breast cancer and melanoma, and then went on to fight ovarian cancer, according to press reports.

Dunn is survived by her husband, Jahnke; three children; and 10 grandchildren.

Haas Alumni Notes

IN MEMORY Warren Hellman



Warren Hellman, Haas Board Member and San Francisco Financier

Longtime Berkeley-Haas benefactor Warren Hellman, BA 55, a successful financier and San Francisco power broker, passed away Dec. 18 from complications from leukemia treatment. He was 77.

Hellman was a member of the Haas Board, which advises the dean, since 1987 and gave generously to both the Haas School and UC Berkeley.

Last year the Haas School awarded Hellman with its Lifetime Achievement Award to recognize his countless accomplishments in finance and wide-ranging philanthropic activities, from founding and funding the San Francisco Bluegrass Festival to seeding The Bay Citizen, a news website. In 2006, the Haas School's Lester Center for Entrepreneurship awarded Hellman its Lifetime of Achievement in Entrepreneurship and Innovation Award.

"Warren was a man of great humility and an unbridled zest for life," Dean Rich Lyons, BS 82, said. "He was a friend and a trusted adviser to me and many deans before me. For the past 25 years, he has lent an invisible guiding hand to many Berkeley-Haas initiatives to help us do what is right, what is best, and what is bold. We will miss him dearly."

Hellman triple-majored in economics, political science, and history while playing varsity water polo at UC Berkeley. After graduation, Hellman served in the Army and then attended his father's alma mater, Harvard Business School. After earning his MBA, Hellman worked at Lehman Brothers, becoming the firm's youngest partner at the age of 26 and president at 36.

Hellman co-founded a venture capital firm in Boston now called Matrix Partners in 1976. He eventually returned to the Bay Area and co-founded the private equity firm Hellman & Friedman in 1984. Although he stepped down as chairman in 2010, he remained on the firm's investment committee. The firm's biggest investment successes included advertising firm Young & Rubicam and Internet advertising firm Doubleclick.

In 1994, Hellman and his family gave a \$5 million gift to Cal to create the Hellman Fellows Program, which has supported the research of more than 200 junior faculty. In 2004, he helped endow Cal's aquatics program, including water polo.

Hellman is survived by his wife, Patricia Christina Sander Hellman; four children; 12 grandchildren; and one great-grandchild.

MBA cont.

Phil Strauss joined KPMG LLP's San Francisco office in its forensic technology services practice.

2006

Gretchen DeKnicker, of San Francisco, is the president and co-founder of SocialPandas.

Mary Francis is the chief corporate counsel for Chevron Corp. in San Ramon, Calif.



Qing Li, MBA 06, with wife Joyce Lim and daughters Klaire (left) and Aiji (right).

Qing Li, of Mountain View, Calif., writes, "Time flies. Can't believe it's already 2012. Our older daughter, Klaire, who was born the year I applied for Haas MBA, will turn 10. And our younger one, Aiji, born the year before I graduated, will soon turn 7. 2011 was a year of spiritual growth, hard work, and fun leisure time with the family. May 2012 be a year of revival and breakthrough for everyone."

Whitney (Bennett)

Michael, of San Francisco, is in her second year as director of marketing for Cleantech Group, a research firm focused on clean technology innovation. Cleantech Group recently launched the i3 online market intelli-

gence platform, and the challenges surrounding a new product launch have kept Whitney busy. She and her husband moved into their first house in February 2011 and are enjoying getting to know the neighborhood with their dog, Loki.

2007 5TH REUNION APRIL 26-29, 2012

Haseeb Budhani, of San Jose, Calif., writes, "I joined Infineta right at its inception as the company's vice president of products. The company's first few months found us camped out in one of our VC's office kitchens, but we have since grown into a well-funded company with close to 50 employees and much nicer offices. I manage the company's marketing and product teams. Three of my fellow Haas alums are driving specific portfolios within the overall team (outbound marketing, partner management, and product marketing), and all are making a significant impact on the company's forward progress in their own right. Hire Haas indeed! My wife and I were blessed with a baby daughter the same week that our engineering team at Infineta starting writing our first piece of code. Both babies are almost 3 years old. I have also been fortunate to have had the opportunity to assist a few really smart entrepreneurs in the last couple of years, as they fine-tuned their business plans and worked on raising funding. Nothing is more exciting than seeing an idea take life!"

Todd Richards, of Palo Alto, Calif., writes, "After graduating from the plastic surgery program at Stanford University this past spring, I spent the summer hiking the 2,650-mile Pacific Crest Trail. I made the trip from Mexico to Canada over four months, often hiking 25 to 30 miles a day. This spring I'll be travelling to Europe with my family where I'll be working with several surgeons in Paris."

David Saxe co-founded Calvera Partners, a San Francisco-based real estate investment firm along with fellow Haas alums **Brian Chuck, MBA 07**, and **Brian Milovich, MBA 06**. Calvera Partners recently acquired a 42-unit apartment complex in Sunnyvale, Calif. It is the firm's second acquisition.

2008

Eiji Hagiwara, of Osaka, Japan, continues to develop Internet-based B2B and B2C multi-sided platform business for Mitsui & Co. Ltd. In his spare time, he is working on an Internet community to encourage study abroad and events conducted in English.

Angelos Kottas, of San Francisco, and Phyra McCandless welcomed their first child, Hyonia Pauline Kottas, on Oct. 4, 2011. Angelos writes, "She is the first grandchild on both sides of the family and already has many admirers and supporters. If you are in the San Francisco area, stop by and meet the new addition to the family!"



Serge Stanek and Tycho Moencks, both MBA 12, and Jonathan Groll, MBA 11, at the HAN UK Chapter New Arrivals Event.

Jens Dueing, president of the HAN UK Chapter, joined the chapter in hosting a dinner for new arrivals on Oct. 21, drawing 18 alumni, including eight who recently arrived in London. Dueing writes, "The evening was cornered by a very inspirational presentation by **Alan Lock, MBA 11**. In the past he rowed across the Atlantic Ocean despite being partially blinded. He was about to embark on another incredible challenge, trekking unsupported to the South Pole to raise awareness for charities supporting the blind. More information can be found on his team's web page <http://polar-vision.org>. (See page 3.)



Vitaliy Kuznetsov, MBA 08, with Natalia Rachelson, MBA 02, and sons Samuel and Daniel

Vitaliy Kuznetsov, of Glenview, Ill., continues to work as a vice presi-

dent, product, at Zenfolio, the company he founded. Zenfolio continues to grow steadily and serve the needs of tens of thousands of photographers.

Danae Ringelmann writes, "Remember that crazy idea **Eric Schell, MBA 08**, and I had way back in 2006 to de-



Jess Swann, MBA 08, with husband Brian Curry and son Jack

mocratize fundraising online? Well, it's happening! IndieGoGo just passed the 200-country and 50,000-campaign marks. We now help entrepreneurs, artists, and cause organizations raise money across the world. We were also the

only sub-billion-dollar company to partner with President Obama's Start-Up America initiative to support entrepreneurs in the United States in 2011. Looking forward to making 2012 rock even more."

Jessica "Jess" Swann, of Boston, was recently promoted to director of marketing and community relations at Biogen Idec. Jess left Bayer HealthCare in the Bay Area in 2009 to become a founding member of the hemophilia global market development team at Biogen Idec and now oversees the field-based community relations and market education teams while preparing to launch two new drugs in the next several years. Jess and her husband, Brian Curry, a pilot, have a 1-year-old son, Jack.

2009

Ali Butt writes, "After graduation, I moved back to Islamabad, Pakistan, to fulfill the two-year home residency requirement of the Fulbright Scholarship. Having done that, I'm moving to London to

accept a global marketing planning position at BAT headquarters. I am thrilled about the position, and my family is also excited about the prospects of living in London and exploring Europe over the next few years. Looking forward to connecting with Haas alums and catching up with MBA 09ers in London!"

2010

Ari Beliak, of San Francisco, welcomed her first child, Joshua Aharon, in September.

Sanjay Krishnan is a management consultant at Keystone Strategy, a top-tier strategy consulting firm founded by Harvard Business School Professor Marco Iansiti. **Hansoo Lee**, of Berkeley, Calif., and **Bhavin Parikh, MBA 10**, are working on Magoosh.com, a company that provides online test preparation products for the GRE, GMAT, and SAT. Magoosh has over 25,000 users from 200 different countries.

Navinjai Mittal, of Fremont, Calif., is responsible for a portfolio of products and solutions in the data center, virtualization, and collaboration space driving strategic serviceability requirements across products and solutions at Cisco.

Jay Patel, of San Jose, Calif., recently joined TiVo as product manager for TiVo Apps and SDK to develop a strategy for third-party apps and to bring innovation and new experiences to DVRs, TVs, and mobile

Haas Alumni Notes

MBA cont.

devices. Previously, Jay worked on Web technologies at DoubleClick, Netscape, and Mozilla. He writes, "My Haas experience not only helped me transition from engineering to marketing just a few years ago, but it has also prepared me for the challenges ahead as I enter a new industry and continue to grow as a product manager. Go Bears!"

John Pavolotsky, of San Francisco, is practicing law, focusing on technology and corporate transactions for both startups and established companies. He writes, "It's hard to believe that almost two years have passed since the program, which still brings back fond memories."

Elise Singer, of Palo Alto, Calif., recently co-founded ShareTheVisit, a service that securely video-conferences family members into their loved ones' doctor visit when they can't be there in person. In November she stepped back from her position as chief medical officer of Cal-HIPSO, California's Regional Extension Center that supports physicians transitioning to electronic health records.

2011

Brooks Kincaid, of San Francisco, writes, "It's been busy since graduating from the Full-time MBA Program in May. The startup I co-founded while in school, Imprint Energy, successfully raised seed capital mid-summer and was

awarded two research grants, including one from the UC Regents. My co-founder is a PhD grad from the Department of Materials Science and Engineering at Cal. It's amazing what can happen when you combine the right set of business and technical talent. I hope Haas will continue to promote this through programs like Cleantech to Market. At Imprint Energy, we are continuing to build out the core team and have created four jobs already in this tough economy. The focus is on engineering for now, but hopefully soon I'll be able to pull in another Haas grad. At the end of August, I was lucky enough to marry my fiancée Katherine Kupsis. To top it off, I was lucky enough to find the time to take a much-needed honeymoon right after—Bali is beautiful! My nose is to the grindstone for now, but I hope to get back to my quest to visit 100 countries soon."

Ajay Kshatriya, of Silicon Valley, Calif., writes, "Welcomed our first son, Nikhil Kshatriya, into the world. I'm proud to be a Haas Alum. Go Bears!"

2012

Dharmin Parikh, of Santa Clara, Calif., writes, "Just moved to the Bay Area and loving it! I'm looking forward to getting back in touch with the class of 2012."

BCEMBA

2005

Antonia Cusumano Binetti was recently named one of *Silicon Valley Business Journal's* 2011 40 under 40. (See page 29.)

2009

Anuj Ralhan, writes, "New career (sales to investment banking), new city (San Francisco to New York), new ideas (first-time angel investor into a fellow classmate's company). It's never too late to 'path bend.' Thank you BCEMBA program."

2011

Kian Sandjideh is the director of online operations in the label operations group at Electronic Arts, continuing a 15-plus year career in video games. Kian lives in Los Altos, Calif., with his wife and two young children.

2012

Carter Reue, of San Jose, Calif., was selected to serve as the commanding officer for a Navy Reserve detachment specializing in submarine maintenance. The unit is based in Sacramento, Calif. Carter will continue to work full time as a project manager for Stryker, a medical device company in San Jose, Calif.

2013

Bijun He, of Mountain View, Calif., writes, "Since I joined the BCEMBA class of 2013, I've noticed the changes in my life—more motivation in my career, more leadership at work, and more passion in life. While learning a lot of business knowledge from professors, I am also inspired by my classmates. I am a leader and liaison across teams for Google's billion-dollar business in display ads. I recently led my team to successfully

launch a milestone product and was promoted to senior level this month!"

MFE

2004

Tao Wang, of Washington, D.C., works as a senior operations officer at the World Bank, focused on carbon finance operations.

2011

Wilson Lee, of San Francisco, works as a strategist at BlackRock within the multi-asset client solutions group.

PhD

1969



Theodore "Ted" Mock, PhD 69

Theodore "Ted" Mock, of Palos Verdes, Calif., recently won the AAA Outstanding Education award.

1981

Donald Smith, of Dover, Mass., has been on the finance faculty at the Boston University School of Management for 30 years. He wrote a book, *Bond Math: The Theory Behind the Formulas*, based on his research articles and teaching materials.

1984

Thomas Wright, of Manhattan, Kan., was elected to fellow status of Division 5, (Evaluation, Measurement, and Statistics) of the American Psychological Association. He is also a fellow of the Association for Psychological Science, the Society for Industrial and Organizational Psychology, and the Western Psychological Association and an at-large fellow of the American Psychological Association.

EXECUTIVE DEVELOPMENT & FRIENDS

Sheng Xu, of China, is coming to UC Berkeley as a visiting scholar at Haas, after getting a PhD from Ocean University of China.

1972

Hans Wiik, MPH, of Denver, Colo., is the president and executive director of a clinically integrated network of independent medical practices and providers.

1977



Joel Turner, BA 77

Joel Turner, BA (English), of Louisville, Ky., was elected to serve as president of the American College of Equine Attorneys Inc. In his role as the chief executive officer

of the college, Turner will lead the organization in its efforts to develop and promote continuing legal education opportunities relating to the equine industry, encourage ethical practices among equine counsel, and serve as a legal resource for parties promoting equine related legislative initiatives across the United States.

2007

Kevin Stone, Exec. Ed., of Portland, Ore., is the CEO of EdCaliber, a company that provides a powerful online tool for K-12 teachers and administrators to organize content, plan, collaborate, and improve results.

IN MEMORIAM

Katherine Rocca, ATU 37
Rene Guiral, BS 37
Claudius Emerson, BA 38
Edward Read, BS 38
Mildred Eveland, BS 38
Robert Ettienne, BS 39
John Stock, BA 40
Bernhardt Rose, BS 41
Kathryn Chamberlin, BS 42
Marjorie Patterson, BA 42
Dorothy Peeler, BS 42
Henry Tietz, BS 42
Charles Daniel, BS 43
Daniel McNamara, BS 43
Norman Spiro, BS 43
Donald Weir, BS 43
Edwin Wilson, BS 43
Katherine Hall, BA 44
Wade Dozier, BS 47
Byron Todd, BS 47
Fred Allen, BS 48
James Davidson, BS 48
Earl Esse, BS 48, MBA 49
William Fay, BA 48
Charles Pendergraft, BS 48
Joseph Sangenitto, BS 48
John Serr, BS 48, MBA 49
Thomas Tedrick, BS 48, MBA 49
Stanley Atherton, BS 49
Gordon Carter, BS 49

Arthur Harwood, BS 49
Carl Heidenreich, BS 49
Mary Mamer, BS 49
Avery Rogers, BS 49
George Thompson, BS 49
Carroll Walker, BS 49
Raymond Beccio, BS 50
Albert Huber, BS 50
Edward Leong, BS 50
Raymond Lewis, BS 50
Peter Ley, BS 50
Robert Malin, BS 50
Zeev Orzech, BS 50, MA 77
Charles Watt, BS 50
Ward Anderson, MBA 51
Richard Becker, BS 51
Byron Coltrin, BS 51
Lowell Flamm, MBA 51
Audrey Gann, BS 51
Donald Keeney, BS 51
Robert Westmyer, BS 51
Rollin Post, BA 52
James Kaufman, BS 53
Joan McKnight, BA 53
Richard Pierce, BS 53, PhD 70
Dolores Garcia, BS 54
Dorian Dunlavy, BA 55
John Farry, BS 55
Woodbury Grover, BS 55
F. Warren Hellman, BA 55
Jack McDonald, BS 55
Otis Stroud, BS 56
Ira Vantress, BS 56
Clarke Wilson, BS 56
George Lee, BS 57
Richard Daniels, MPH 58
William Bentley, MBA 59
Mortimer Fleishhacker, MBA 59
Virginia Balsdon, BA 60
Arthur Wallace, BS 60
Patricia Riley Alves, BA 61
Patrick Mahoney, MBA 63
Benjamin Andrews, MBA 66
Marian Lacklen, MBA 67
Brian Walkerley, MBA 70
Philip Fitzgerald, BS 71
James Durbin, BS 72, MBA 74
Willie Lacy, BA 72, MBA 75
James Meredith, MBA 73
Patricia Dunn-Jahnke, BA 75
Wendy Lopes, BS 77
Holly Clayville, BS 86
Andrea Jackson, MBA 97
Arthur Qi, MFE 12
Vladimir Debabov, BS 13
Christopher Travis, BS 13

OBITUARIES

Former Associate Dean and Accounting Prof. Hector Anton



Hector R. Anton, a former associate dean and accounting professor at Berkeley-Haas, passed away Nov. 22 in Massachusetts at the age of 92.

Anton was hired as an assistant professor at Berkeley's business school in 1954 and became a full professor in 1965. He served as associate dean from 1969 to 1972 and retired in 1974.

"He was a hard-working teacher," recalled former Haas Dean Earl "Budd" Cheit. "His work and the depth of his understanding of the field were respected by practitioners—so much so, that he was recruited by accounting firms. He finished his career as a senior partner in the

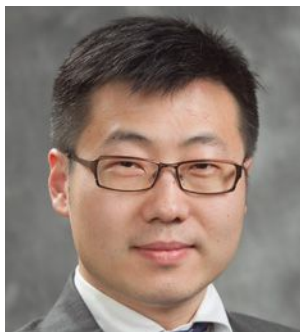
New York office of the Deloitte firm."

Anton was the author of several books on accounting practices and one on Fortran and business data processing. He received his doctorate at the University of Minnesota and his bachelor's and master's degrees from UCLA.

Anton served in the Navy during World War II in the Pacific as a radio technician on a mine sweeper.

He is survived by his wife, Lois M. Anton; four children; four grandchildren; and one great-grandson.

Financial Engineering Student Arthur Qi



Arthur Qi, a student in the Berkeley-Haas Master of Financial Engineering (MFE) Program, passed away suddenly at the end of February, about two weeks before the program's March 16 graduation.

Qi was a Chinese national who attended Haas on an international student visa. He earned an MBA at Cheung Kong Graduate School of Business, where he also served as academic manager, heading two departments and several extensive projects. He is the author of the case "BAIDU: Searching for Truth," which is widely used by business schools in China and the U.S.

Qi obtained a bachelor of economics degree from East China University of Science and Technology. He started his career with Shanghai Pudong Development Bank as an account manager and later worked in asset management at AEGON-Industrial Mutual Fund.

MFE students and Executive Director Linda Kreitzman are creating a new scholarship in Qi's memory to cover book costs for an MFE student each year.

Haas Undergraduate Vladimir Debabov

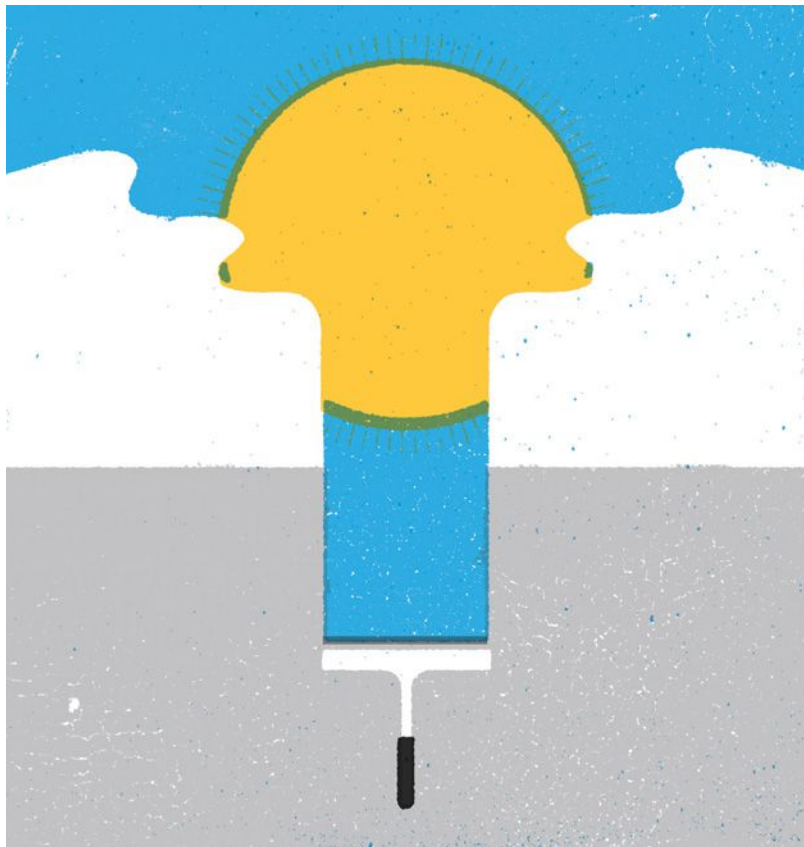
Haas Undergraduate Vladimir Debabov, BS 13, passed away Jan. 21 after he was struck by a vehicle near Davis. He was 21.

The California Highway Patrol reported that Debabov was walking north on Highway 113 when he was struck by a vehicle at about 3:50 a.m. The CHP said the driver of the vehicle left after the collision.

Debabov was a member of the Alpha Kappa Psi business fraternity and had a summer internship with AAA Insurance over the summer. He was from Foster City, Calif.

Haas Opinion

By Shannon Graham, MBA 03, and Sheldon Kimber, MBA 07



Sunny Side Up

Recent solar headlines—including the Solyndra bankruptcy and U.S.-China solar trade dispute—have raised doubts about the long-term viability of the solar photovoltaic (PV) industry. However, a shift in the manufacturing base to China and even bankruptcies are signs that the solar industry is maturing and evolving from a technology-focused industry to one that is more fully integrated into global energy markets.

Clouds on the Horizon

Between 2006 and 2011, sales of solar panels expanded more than tenfold to well over 20,000 megawatts per year, and the global average selling price of panels decreased from more than \$3 to just over \$1 per watt peak. Aided by government incentives, rapid market expansion transformed the industry by bringing along a wave of innovative business models, accelerating price drops, and opening many new markets. Simultaneously, panel manufacturing shifted from Europe, Japan, and the U.S. to China and Taiwan, where more than half of all global production now occurs.

Starting around 2009, government solar incentive programs began to ramp down globally—in part a reaction to the rapid decline in prices—and the recession reduced the willingness to pay for renewable energy. But

with production continuing to expand at record rates, Solyndra and many other companies couldn't compete when global prices fell so sharply.

Challenges Ahead

The coming years will likely present many challenges. On the supply side, the solar industry will need to work down substantial inventory and wait for global demand to catch up with the massive amount of production in place. Many solar manufacturers will face tough times, with prices below many firms' cost of production. On the demand side, the industry continues to rely on supportive policy environments, which could be cut back amid growing fiscal conservatism. Looking forward, it may no longer be possible to build a solar business plan that relies on subsidies. The challenge today is to create a viable path toward competing with wholesale electricity prices.

Bright Outlook

Still, there are reasons for optimism. First, solar systems already make economic sense in sunny locations like Southern California with high electricity prices. In fact, the rapid price decline that challenges panel manufacturers simultaneously means solar is more affordable for project developers and customers. Second, the wave of solar projects over the last five years has helped make utilities and financial institutions more comfortable with solar technologies, resulting in more opportunities and even lower project costs.

Third, solar offers unique advantages, including no moving parts. Solar PV's ability to convert sunlight to electricity on the spot makes it ideal for a wide range of applications, from a light post to a 100-megawatt desert system. Fourth, continued cost reductions are feasible with low-tech solutions, including leaner mounting systems and more efficient installations. Finally, governmental agencies continue to invest in both PV technologies to drive down costs and complementary technologies (such as battery storage) to enable solar systems to provide more value.

So, as solar continues to make headlines in the coming months and years, the challenge is to see the story from a broader perspective. What may seem like bad news at first glance may actually be a sign of a maturing industry and an energy source that is here to stay.

Data in the article came from Navigant Solar Services.

AUTHORS

Shannon Graham, MBA 03, and Sheldon Kimber, MBA 07, decided to write this article after serving on a panel together last fall in which they both discussed concerns about well-educated people reaching mistaken conclusions about the solar industry.



Graham is associate director, energy, at Navigant. She advises clients making strategic investments in renewable energy.



Kimber is chief operating officer of Recurrent Energy, a solar developer and generating company. He leads North American project development and oversees all project engineering and execution.

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Head of Marketing and Corporate
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Roland Berger Strategy Consultants

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