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THE MAGAZINE OF THE HAAS SCHOOL OF BUSINESS AT THE UNIVERSITY OF CALIFORNIA, BERKELEY

BerkeleyHaas

Summer 2012

- 8 WIN-WIN**
Haas athletes apply lessons from the field of sports to the world of business
- 14 WICKED SOLUTIONS**
Sara Beckman teaches students how to conquer our most vexing problems
- 16 CULTURE CLUB**
Three alumni help foster their companies' unique cultures

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How Haas' Defining Principles are sparking change at the school

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BerkeleyHaas

Summer 2012

FEATURES AND DEPARTMENTS **The Culture Issue**



MBA students put their own spin on a Haas Defining Principle for their Alcatraz swim. **page 8**

8 Win-Win

Haas athletes apply lessons from the field of sports to the world of business.

10 The Power of Culture

How Haas' Defining Principles are sparking change at the school

14 Wicked Solutions

Senior Lecturer Sara Beckman's unique MBA core course gives students the toolkit to conquer our most vexing business and societal problems.

16 Culture Club

Three alumni help foster their companies' unique cultures.

Cover photograph by Jim Block. Pictured: Kerry Ko, Tomer Ovadia, Shweta Doshi, and Mark Lee, all BS 12.

UP FRONT



2 Haas List

Haas Design and Innovation Strategy Club holds first innovation tournament.

4 Haas News

Dean Rich Lyons on transforming the Haas campus.

6 Power of Ideas

Prof. Andrew Rose on mega events.

IN THE BACK



18 Haas Network

Profiles of six alumni who excel in their work

22 Campaign for Haas

Minder Cheng, MBA 89, PhD 94, supports finance PhD students.

24 Worldwide Events

BrightSource CEO John Woolard, MBA 97, talks energy

26 Alumni Notes

39 Obituaries

40 Personal View

Scott Johnson, MBA 81, sets sights on MS drugs.

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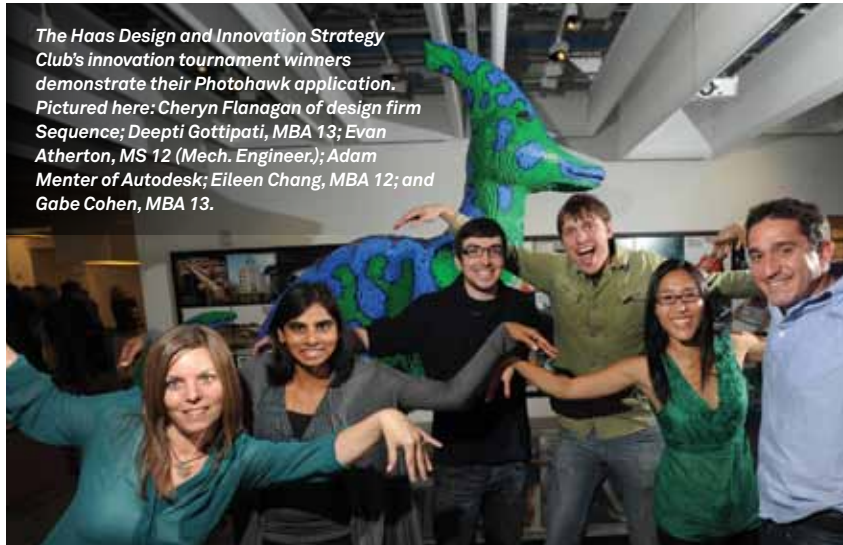
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Haas List

Visit berkeleyangelnetwork.com to learn more about Cal angel investors.



1 Students Ready, Set, Innovate!



The Haas Design and Innovation Strategy Club's innovation tournament winners demonstrate their Photohawk application. Pictured here: Cheryn Flanagan of design firm Sequence; Deepti Gottipati, MBA 13; Evan Atherton, MS 12 (Mech. Engineer); Adam Menter of Autodesk; Eileen Chang, MBA 12; and Gabe Cohen, MBA 13.

Students sketched teddy bears, scribbled flow charts, and even flapped their arms like hawks for the Haas Design and Innovation Strategy Club's first innovation tournament in San Francisco in March. Their challenge: help Autodesk use the cloud and the crowd to help far-flung teams work better together.

Teams had 30 seconds to make pitches and returned for multiple rounds. Each time, judges prodded them to go further.

The team of students who flapped their wings soared to victory with their proposed Photohawk application to crowdsource 3D models. The team included Gabe Cohen and Eileen Chang, both MBA 12, and Deepti Gottipati, MBA 13.

Autodesk Director of Strategic Initiatives Jonathan Knowles was so impressed that he tweeted, "I have a new positive perspective on MBAs after being a judge @BerkeleyHaas Innovation Tournament today."

3 Finance PhD Honor

Matteo Maggiori, PhD 12, was the first Haas student to be chosen to participate in the prestigious Review of Economics May Meetings in Europe. The May Meetings "award" is given annually to the nation's seven most promising graduating economics and finance doctoral students, who present their research at several European universities. Maggiori has studied the international financial role of the U.S. and the U.S. dollar as a global safe asset. He landed an assistant professorship at NYU's Stern School of Business and Economics Department.



4 Financial Engineering A Deep Dive into Ethics, Regulations

The Berkeley Master of Financial Engineering Program offered a new elective this year to give students a better understanding of the importance of the law and ethics in the aftermath of the 2008 financial crisis.

Speakers from investment banking, law, and the Securities and Exchange Commission hit home to students that the models they would design in their careers would have to incorporate elements of new, very complex regulations, says Lecturer Greg La Blanc, who taught the class. Students also learned from cases and group projects that ethics are rarely black and white and often extend beyond an individual to involve an organizational failure.

Mike Pesky, MFE 12, was among the many students who finished the course thinking it should be required. "In any job, there are ethically grey areas, and students must know how to navigate such issues prior to having to deal with them," says Pensky, who now works in Morgan Stanley's Securitized Products Group.

2 Online Learning

Haas Foray into Digital

Haas is launching two digital courses on a pilot basis to optimize the teaching opportunities offered by this game-changing medium.

Haas' first online course, Data and Decisions, was rolled out to evening-and-weekend students in June. It will be followed in the fall by an online version of Power and Politics, a popular MBA course, which attracted a long waiting list.

Instructors are exploring the new opportunities created by the online environment, including enhanced collaboration, more interactive exercises, and use of real-time data to improve student learning. Funds from a \$1 million matching gift from Steve and Susan Chamberlin, MBA 87, former members of the Haas faculty, are being used to cover the pilots' costs.



5 Faculty Blogging on Energy



From climate change to speculation in oil markets, no energy topic is off limits in the new blog launched by the Energy Institute at Haas. Recent posts on the Energy Economics Exchange include "The Death Knell for Nuclear Power in the U.S.," by Elizabeth Bailey, the institute's new executive director, and "The Lunch Table: Are Apples Really More Energy Efficient Than Dells?," by Catherine Wolfram, the institute's co-faculty director. Bookmark or subscribe to the blog at energyathaas.wordpress.com.

6 Executive MBA New Program Launched

Haas has just launched a new Berkeley MBA for Executives Program. Hundreds of individuals already have expressed interest in the program, announced earlier this year with the decision to end the Berkeley-Columbia Executive MBA Program. Haas held a focus group with about 60 Berkeley-Columbia alumni in June to gather their suggestions for the new program. To learn more, visit mbaforexecutives.haas.berkeley.edu.

Students

Olympic Glory

Two undergrads and one alumna headed to London this summer to participate in the Summer Olympics.

Alumna Lauren Boyle, BS 11, and undergraduate Mathias Gydesen, BS 13, competed in swimming events, representing New Zealand and Denmark, respectively.

Boyle qualified for the 200-, 400-, and 800-meter freestyle races and the 4x200-meter freestyle relay after setting a national record in the 400-meter freestyle in New Zealand. She also competed in the 2008 Olympics. Gydesen qualified in the 100-meter backstroke following a career-best at the Indianapolis Grand Prix.

Meanwhile, Kylan Nieh, BS 14, was selected by Coca-Cola to participate as an Olympic torch bearer. Nieh spent countless hours in his youth training to be an Olympic gymnast before an injury sidelined him. Then Nieh co-founded two nonprofits and became his high school valedictorian. At Cal, Nieh teaches a leadership course and runs a national campaign to collect school supplies for students in need.



Kylan Nieh, BS 14

8 Alumna

Seeding Entrepreneurs

Every year, the UC Berkeley community launches dozens of companies—many guided by angel investors.

Some of these investors also have ties to the campus, yet until recently there was no organized way for these alumni angels to connect with each other or with budding UC Berkeley startups. That changed last year when several Cal alumni, including George Willman, MBA 93, and Jerry Engel, Lester Center for Entrepreneurship founding director, launched the Berkeley Angel Network.

The network has attracted 100 members. Two Haas companies have been offered funding.

"The Berkeley Angel Network made the daunting task of finding interested investors much easier," says Bhavin Parikh, MBA10, CEO of Internet test-prep company Magoosh. "I presented my company to over 20 pre-qualified investors and received some funding within weeks."

9 Students Spotlight on Latin America

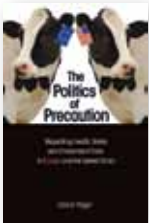
Students' growing interest in Latin America has combined with the Haas School's expanding network in the region to enable students to organize a Latin American Business Conference for three consecutive years. The latest installment, on Feb. 24, included keynote speakers Walter Schalka, CEO, Votorantim Cimentos, a Brazilian cement company; Stello Tolda, COO, MercadoLibre, the region's largest online trading platform; and Eduardo Leon, partner, Boston Consulting Group, Mexico. Panels also examined clean energy, technology entrepreneurship, and venture capital.

10 Rankings

Second in U.S. News

The Evening & Weekend Berkeley MBA Program climbed to #2 in the U.S. News & World Report ranking of top U.S. part-time MBA programs, released in March. The program, which ranked #3 last year, tied this year for second with Chicago Booth.

New Faculty Books



David Vogel
The Politics of Precaution: Regulating Health, Safety and Environmental Risks in Europe and the United States (Princeton University Press)



Kurt W. Beyer
Grace Hopper and the Invention of the Information Age (MIT Press)



Ericka Lutz
The Edge of Maybe (Last Light Studio)

Fred Selinger
Personal Financial Management: from College to Career, 3rd Edition (Pearson)

Nora Silver
Telling the Whole Story: Voices of Ethnic Volunteers in America (Community Initiatives)



Anand Thiruvengadam, Julie Lutz, and Robert Espinosa, all MBA 13, work on plans for a yoga apparel maker at design firm fuseproject's San Francisco office.

Going to the Mat

Students in two courses advise yoga apparel maker

When an El Salvadoran apparel manufacturer decided to stretch into its own yoga/active wear line, it pulled Berkeley MBA students in to recommend market entry strategies.

The firm, TexOps, has partnered with Yves Béhar's design firm fuseproject on its new WITH (Wear it to Heart) line of synthetic sustainable apparel. A team in the Haas@Work experiential learning course made recommendations on marketing, distribution channels, business models, and market entry concepts, while students from the Corporate Social Responsibility project course advised on promoting the sustainability of the line.

"Learning and understanding the team dynamics were the most rewarding part," says evening and weekend student Jason Lin, MBA 12. "It was great to see the team coalesce over time and really perform." Indeed. Hearing the students' thoroughly researched assessments of everything from revenue analyses to de-risking strategies, the client was moved to high praise and a heartfelt *namaste*.

FEEDBACK From Our Readers



On Twitter
Just received the Berkeley Haas alumni magazine in the mail...nice redesign. Good job, and Go Bears!
@leimer, Bradly Leimer, BS 92

Redesign Overdue
The update was overdue and for the most part a vast improvement with the exception of the cover for the Spring 2012 edition. While the photo is clean and upbeat, it's more like the cover I would expect in the supermarket checkout line.

John Locke Alderson, MBA 67
Send feedback to letters@haas.berkeley.edu.

Competition Reaches 50 Nations

More than 600 entries from a record 50 countries competed in the Global Social Venture Competition this year. The competition, started in 1999 by Berkeley MBA students, culminates in a final round in Berkeley every April.

As part of the competition leadership team, Tarek Hosny, MBA 12, built new partnerships with business schools in Kenya, South Africa, and Turkey.

"Since I began working on this in 2010, interest in social entrepreneurship has been growing and growing," he says.

Of the Haas entries, Watsi, a team that includes Katie Dewitt, MBA 13, won the \$1,000 People's Choice Award. Watsi is a global peer-to-peer crowdsourcing platform that enables donors to fund low-cost medical treatments in developing countries.

A Finance Family Affair

Father and daughter share insights with students

Finance students enjoyed an unexpected two-for-one special this spring when Professor Christine Parlour invited alumna Larissa Roesch, MBA 97, to speak in her MBA Investments course.

Roesch, a vice president and member of the Fixed Income Investment Policy Committee at Dodge & Cox, helped Parlour wrap up her course's fixed income section with real-world applications and also agreed to meet with other MBA and undergrad students in a more casual Finance Practitioner Chat forum. Fortunately, Roesch's father, Rick Roesch, MBA 64, also an alumnus, was visiting and joined his daughter. Roesch retired from Citibank/Citigroup after serving as head of Asia, head of Personnel, and head of Investor Relations.

"It was great to get some fixed-income perspective—especially from a successful woman," said Laura Bentzien, MBA 12. "I'm fascinated by Wall Street history, and so hearing about Citi's transformation from an insider was a real treat," added Dan Kanivas, MBA 12.

Finance Practitioner Chats are organized by the Haas Finance Group, MBA Career Management Group, and MBA Finance Club.



Rich Roesch, MBA 64, and daughter Larissa Roesch, MBA 97, speak at a Haas finance course.

Chilling Academic Research?

"Best Paper" explores effects of licenses

A Haas PhD student, a professor, and an alumnus co-authored an article that won a 2012 "Best Paper" distinction from the Academy of Management.

PhD student Neil Thompson co-wrote the winning paper, "Materials Transfer Agreements (MTAs), Licenses, and the Flow of Scientific Knowledge," with Professor Emeritus David Mowery and alumnus Arvids Ziedonis, PhD 00, of the University of Oregon.

The trio used data from the University of California system to investigate whether licenses and agreements governing the exchange of research materials have a chilling effect on academic research, as some scholars and policy-makers believe. Their preliminary results found little evidence that such agreements are constraining scientific communication, except in some specific contexts.



Lecturer Krystal Thomas (standing, center), BS 94, teaches in the UC Summer Institute for Emerging Managers and Leaders.

Institute Prepares Diverse Generation of Leaders

Twenty-five undergrads from around the country came to Haas in May for a new UC program for students from historically black colleges and universities.

As the first host of the UC Summer Institute for Emerging Managers and Leaders, Haas provided sessions on everything from open innovation to negotiations to choosing a graduate school.

"Our group project really allowed me to go beyond myself. I was forced to push myself and put my differences aside to work with individuals I barely know to create a business model," Angel Mills, a Howard University junior, said of an open innovation project. "The tools that I took from the class will be beneficial for me in the future."

Students receive all-expenses-paid fellowships to attend the career-building program for two consecutive years. The fellowships are sponsored by Wells Fargo and California Wellpoint. One of the six UC business and management schools will host the institute each year.

DEAN'S LETTER



Transforming the Haas Campus

We have a great deal to celebrate as we prepare to begin a new academic year. We have started work on "Transforming the Haas Campus," our pledge to ensure the competitiveness of our school through state-of-the-art facilities that support learning, collaboration, and community.

This summer, we began installing new air conditioning in Cheit Hall. Those of you who remember suffering through the hottest days of the school year in stifling classrooms will appreciate the necessity of this project. Soon students will only be sweating over their studies in Cheit classrooms.

We have also drafted detailed plans for a complete renovation of our Haas courtyard, and anticipate breaking ground over winter break. Our goal is to make our courtyard much more useable and inviting by creating new, larger spaces where students, faculty, staff, and visitors from across campus and beyond mingle, socialize, and share ideas. We envision the redesigned courtyard as a kind of town square—a place that sparks innovative thinking—and look forward to the energy and buzz of our new central meeting place.

We couldn't have executed these important transformations without contributions from alumni like you. Giving back has always been an important part of our Haas School culture, and our Campaign for Haas supports the most vital school-wide initiatives: curriculum enhancements, experiential learning, scholarships and fellowships, faculty research, as well as campus renovations.

Together, we can make sure that Berkeley-Haas continues to develop the business leaders who Question the Status Quo, have Confidence Without Attitude, think Beyond Themselves, and remain Students Always. Today, just as during your time at Cal, we rely on our alumni partners to ensure a bright future for Berkeley-Haas. Somebody else made it better for you while you were here. Now we need your help in paying it forward.

I look forward to bringing you more exciting news as we usher Haas to a new level of innovative leadership. 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. Ming Hsu talk about marketing and neuroeconomics at haas.org/neuroecon.

INTERNATIONAL TRADE Professor Andrew Rose

Mega Events

The unexpected economic return of the Olympics

By Bill Snyder

Shortly before London's 2012 Olympics, British television watchers learned the \$15 billion price tag for the games would grow by at least another \$1 billion. Soon after, a BBC poll found 64 percent of Brits thought their government was spending too much on the games. But do the costs of the event really outweigh the economic benefits?

"The basic mystery is why there's so much fanfare for a country to spend billions of dollars to welcome the world for a very short period of time. Does it make sense?" asks Haas Professor Andrew Rose, who studied the question in a 2011 article in *The Economic Journal* co-authored with Federal Reserve economist Mark Spiegel.

Many economists say no, "mega events" offer little economic return. But Rose says the answer is more complex.

For developing countries like South Africa or China, the expenditures can lead to significant economic gains. Rose and Spiegel found "strong evidence of a large positive effect (some 30 percent higher) of the Olympics on exports."

That's because staging a major event signals the host country is ready to liberalize trade and join the world community. It's a signal directed externally to potential trading partners, and internally to businesses considering investments to expand trade.

Take China. In 2001, two months after Beijing won the right to host the Olympics, China successfully concluded negotiations with the World Trade Organization. Similarly, Rome was awarded the 1960 games in 1955, the same year Italy joined the United Nations. The 1964 Tokyo games coincided with Japanese entry into the International Monetary Fund. And the 1986 World Cup in Mexico coincided with the country's entry into the General Agreement on Tariffs and Trade.

The real benefit does not flow directly from the games themselves; in fact, huge expenditures for infrastructure such as stadiums that will only be utilized for a few weeks are foolish, says Rose. For London, which hosted two previous Olympics and is at the center of a highly developed trading economy, the Olympics are probably not a wise expenditure, he says.

So, if the mayor of London had asked his advice before bidding for the Olympics, what would Rose have said? "I would have told him it's a bad idea, and people will blame him for it."



ILLUSTRATION BY MARK SMITH

Manager of Invention

Prof. David Teece on Patent Strategy

By Ronna Kelly



Google's \$12.5 billion acquisition of cell phone maker Motorola Mobility Holdings earlier this year is a very big example of how important patents are to innovation—a topic Professor David Teece has been studying for decades.

With the acquisition, Google gained ownership of more than 17,000 patents that the tech giant hopes can strengthen the position of its Android smartphone operating system against rivals Apple and Microsoft.

Google's strategy is one of two business model approaches outlined by Teece in his article "Innovation in Multi-Invention Contexts: Mapping Solutions to Technological and Intellectual Property Complexity," co-authored with alumni Deepak Somaya, PhD 02, of the University of Illinois, and Simon Wakeman, PhD 07, of the European School of Management and Technology in Berlin. The piece won the best article award from the Haas School's peer-reviewed journal, *California Management Review*, which published the paper in its summer 2011 issue.

In the article, the authors note that in many industries, commercializing new products requires

combining large numbers of inventions. That, in turn, requires innovators to choose between two basic organizational models: integrated or non-integrated. In the integrated model, companies control as many of the technologies and assets as possible in-house. In the non-integrated model—sometimes known as open innovation, a term popularized by Haas alumnus and Adjunct Professor Henry Chesbrough, PhD 97—

companies create market relationships with other entities by licensing their technology or selling components. Consequently, products contain intellectual property elements from a variety of sources. One significant challenge with an integrated approach: It is very difficult to stay at the cutting edge of innovation in multiple fast-moving technology domains. "Even for a pioneer, maintaining a comprehensive technological advantage across multiple fields can be difficult, if not impossible," notes Teece.

On the other hand, nonintegrated models are prone to disagreements about the value of the inventions contributed by different firms and strategic conflict between partner organizations with dissimilar or opposing goals. Using case studies of such firms as Blackberry developer Research in Motion, the authors provide a framework to help managers maximize their chances of succession in multi-invention environments. Advises Teece: "To win the competitive battle, a firm must align its patent strategy with its business strategy and model from the beginning—not merely as an afterthought."

Brain Candy

Prof. Ming Hsu and neuroeconomics

By Pamela Tom



Magnetic resonance imaging (MRI) is typically used in medicine to visualize the internal structures of the human body. But by using functional MRI, Assistant Marketing Professor Ming Hsu is leading the way to understanding how the brain functions to enable us to make economic and consumer decisions.

In research published in January in the *Proceedings of the National Academy of Sciences*, Hsu and two co-authors from the University of Illinois studied how participants responded to outcomes determined by their own actions and those of opponents. By examining players' neural responses in an investment game, they discovered the prefrontal cortex processes learning about others' beliefs.

Studying decision-making processes in the brain may ultimately enable marketers to improve on traditional research methods to predict behavior, Hsu says.

"For example," he adds, "we can one day look at neural responses of consumers and understand how their brains react to advertising campaigns and promotions."

WIN-WIN

HAAS ATHLETES APPLY LESSONS FROM THE FIELD OF SPORTS TO THE WORLD OF BUSINESS

By Bill Snyder

Early on a sunny, spring day in late April, 18 well-chilled Haas business students clambered onto the San Francisco shoreline, gasping and shivering after a 1.5-mile swim from Alcatraz. Most wore wet suits; all wore bathing caps emblazoned with two slogans: “No One Escapes” and “Challenge the Status Quo.”

The first was a light-hearted reference to the “Escape from Alcatraz” movie and swimming competition. But “Challenge the Status Quo” was a more serious twist on the Haas School’s Defining Principle Question the Status Quo, says full-time Berkeley MBA student Dennis Ducro, MBA 13, an organizer of the swim. “To succeed you need to do things you haven’t done, you need to lead and be persistent,” he says.

It would be hard to argue that the grueling swim didn’t meet those criteria. The students practiced hard for months, and had to overcome fears of drowning, hypothermia, and even sharks. Taking on such a difficult physical test can be seen as a metaphor for the challenges the students will face in the workplace when they graduate, notes Ducro. “You learn to swim against the tide, especially if you want to be the path-bending leader that our Dean Lyons stresses so much,” says Ducro, who is himself swimming against employment currents as one of the very few students in his class planning to work in the mining industry after graduation.

Indeed, the worlds of sports and business undeniably share some similarities. Self-discipline and persistence are just two of several skills required to succeed in the gym or on the field that can prove

equally powerful in the competitive business sphere. And the link between success in sports and success in business doesn’t only apply to those who participate in team sports like football and basketball.

Learning to Listen

Consider Conrad Voorsanger, MBA 98, once a globally ranked gymnast, now a Silicon Valley entrepreneur and founder of Fitter, a health-care startup. Although gymnasts are part of a team, they perform solo—garnering a great score on the high bar (Voorsanger’s event) is on their shoulders alone. “Do business and sports fit together? They do, and in a big way,” he says.

“An athlete has to have a systematic repeated model for learning something really, really well. When you’re competing you learn that you have reserves that are deeper than you expected.” There’s something else as well: the ability to learn from someone else. “The way people get good in the gym is by being coached, which means you learn to listen,” an invaluable skill in the business world, he says.

Voorsanger won a scholarship to Stanford as an undergraduate but didn’t consider himself particularly gifted. His coach showed him otherwise. “I went from a happy guy with a scholarship to a national team athlete.” Voorsanger got so good that he competed on the world level and there’s even a high bar “trick,” a difficult flip and catch, named after him. (To see it, search YouTube for his name.)

Now that he is building his own company, Voorsanger says that all things being equal, he would give

the edge to an athlete in the hiring process. “There’s an awful lot to be said for a positive attitude. Maybe it’s the endorphins, but athletes have it.”

Leadership Lessons from Rugby

As Voorsanger discovered, it’s hard to overestimate the value of a great coach. A good one not only builds winning teams, he or she helps build an athlete’s character, says Holly Schroth, who teaches Negotiations and Conflict Resolution as well as Organizational Behavior at Haas.

Last year Schroth wrote an article for the *California Management Review*, the Haas School’s peer-reviewed business journal, that profiled Cal’s highly regarded rugby coach, Jack Clark, whose techniques are similar to those used by successful business managers. “Clark runs his sport like a business,” Schroth says. She gives three examples:

- “Selection of the right players is critical. Google asks ‘how Googly are you?’ Coach Clark selects for character.”
- Team building. Everyone on the team must be willing to take initiative; that means acting like a leader.
- Meritocracy is critical. You can’t have someone on the team who doesn’t contribute. Everyone on Clark’s teams agrees that if they don’t perform, someone else will get their spot.

Much like businesses, which must constantly improve to remain competitive, Schroth notes how Clark says that athletic competition “is not only about winning, but about getting better.”

Team Player

A successful career in business is the long-term goal of Talia Caldwell, BS 13, the first women’s basketball player accepted into Haas’ Undergraduate Program. As part of the No. 2 team in its conference, Caldwell, captain of the Cal Women’s Basketball Team, knows you don’t have to be the one to sink the basket to be a winner. During what may have been her toughest game, her high school team went into the locker room at half time, behind by 15 points.

“People had been taunting us, the other team was celebrating,” she recalls. That was a mistake. The fired-up young athletes charged back on to the court at Sacramento’s Arco Arena and won the state championship by double digits.

“We played like a complete team. I can’t tell you who scored what, and we didn’t care. We all wanted the championship more than (individual) stats,” Caldwell says.

Caldwell expects to build a business career, though she hasn’t yet decided on a specialization. “I’ve been playing ball since I was five, and I learned to be competitive. For me, the bottom line is winning.”

Of course, that’s typically the bottom line for successful business leaders, too.

Beyond Her Own Stats

Talia Caldwell, BS 13, captain of the Cal Women’s Basketball Team, may be a star on the court, but she still understands the importance of playing as “complete team” to win the game—a lesson in collaboration that students also learn at Haas.



“I’VE BEEN PLAYING BALL SINCE I WAS FIVE, AND I LEARNED TO BE COMPETITIVE. FOR ME, THE BOTTOM LINE IS WINNING.”

—TALIA CALDWELL, BS 13, CAPTAIN, CAL WOMEN’S BASKETBALL TEAM

Escape from Alcatraz

Berkeley MBA students celebrated after braving 51-degree bay water to swim 1.5 miles from Alcatraz to San Francisco, a physical test that organizer Dennis Ducro, MBA 13, (top row, fourth from left) called a metaphor for challenges in the workplace.



THE POWER OF CULTURE

How the Defining Principles are sparking change at Berkeley-Haas

By Ronna Kelly

“To come up with the innovations of tomorrow takes a lot of questioning. I want to be in a culture that emphasizes questioning. I’m not sure every business school does that to the extent that Berkeley-Haas does.”

Brad Wolfe, MBA 13
Co-President,
Haas Design and Innovation
Strategy Club



Question the Status Quo

We champion bold ideas, take intelligent risks, and accept sensible failures, speaking our minds even when it challenges convention.

Alumnus Kevin Hill, MBA 07, recently lost a bet about the Haas Defining Principles at his fifth-year reunion dinner in San Francisco. Hill bet classmate Amy Dickie, also MBA 07, that the four principles that describe Haas’ unique culture were in place when they were MBA students. But he was wrong; Haas didn’t codify the principles until 2010.

“I’m so familiar with the Defining Principles,” says Hill, recalling his surprise at losing. “They actually reflect the principles when we were in the program from 2005 to 2007.”

Similarly, after reading about the principles two years ago in *CalBusiness*, this magazine’s predecessor, alumnus Paul McKnight wrote Dean Rich Lyons, “I think you hit the nail on the head. Even a 1950 BS grad can identify with those points.”

The fact that the principles ring so true for alumni from two very different times in the Haas School’s history underscores their power. Since taking a stand on its culture by codifying the school’s four Defining Principles more than two years ago, Haas has created a stronger profile and has more sharply distinguished itself among the world’s top business schools. The principles, which some students cite as the key reason they chose Haas, also play an important role in supporting the school’s new Innovative Leader curriculum, developed at the same time the principles were codified.

“These principles have always been the Haas heartbeat, but we have never used them so deliberately to shape our community and to differentiate ourselves in the marketplace,” says Dean Rich Lyons. “Haas now has a more explicit roadmap to determine who will thrive in the environment that we’ve cultivated here.”

Common Language

One of the most valuable outcomes of codifying the four principles—Confidence Without Attitude, Question the Status Quo, Students Always, Beyond Yourself—has been creating a universal language for the entire Haas community.

“I think we’ve more sharply defined ourselves than we ever have,” notes Lyons. “It surprised me how quickly the Defining Principles took root.”

Take full-time MBA admissions. Three years ago, when current students and alumni around the world interviewed a prospective student, they asked about Confidence Without Attitude even before the Defining Principles were formally codified.

However, Haas also asked interviewers to determine whether a candidate was a good fit with the Haas culture. The problem: “Everyone could interpret Haas culture differently,” notes Stephanie Fujii, executive director of Full-time MBA Admissions and Financial Aid. So two years ago, the admissions team updated the process, asking interviewers to evaluate how applicants reflected each Defining Principle.

“The principles give us a common language throughout our process,” Fujii explains. “They are much more powerful than just saying we have a unique culture at Berkeley-Haas. They provide specific behaviors and values for our interviewers to evaluate—qualities we know are a strong fit with our program and culture.”

In addition, Haas now asks that letters of recommendation address how applicants embody Confidence Without Attitude. And applicants themselves must write essays that implicitly touch on the Defining Principles. Among the essay assignments: Describe a time when you questioned an established practice or thought within an organization, and describe a time when you were a student of your own failure.

After students are accepted, the Defining Principles are a common thread woven through Days at Haas, an event designed to more intimately introduce new full-time MBA admits to the school. And after prospective students accept Haas’ offer and arrive on campus, O-Week, a weeklong orientation, focuses on one principle each day.

“All of these efforts have made a world of a difference in getting the right fit with students—not just in the evaluation process, but from the very beginning by attracting students who share our values,” Fujii says. Lyons agrees: “I do think our Defining Principles are helping us win battles against the toughest competing schools.”

Resonating with Students

That was certainly the case for Brad Wolfe, MBA 13, who earned two degrees from Stanford University and worked in its business school as a case writer.

“It really was the four principles that pulled me to Haas,” says Wolfe, who decided to earn an MBA to develop business skills to complement his interest in creativity and innovation.

“The idea of traditional, structured careers is becoming rarer. People are charting their own way in

“Competing in the Global Innovation Challenge and making it to the semifinal round was a very rewarding experience. Having confidence without attitude was crucial in effectively conveying our proposed solution to corporate executives of a Fortune 15 company.”

Denise Toy, EWMBA 13
Lead Internal Auditor,
Blue Shield
Member of Haas team that made
semifinals in the Global Innovation
Challenge business competition



Confidence Without Attitude

We make decisions based on evidence and analysis, giving us the confidence to act without arrogance and lead through trust and collaboration.

These principles have always been the Haas heartbeat, but we have never used them so deliberately to shape our community and to differentiate ourselves in the marketplace. *Dean Rich Lyons, BS 82*

life,” he explains. “Having principles at the school’s core is very important because the pace of change is so fast. You have to be nimble but have something at your core to guide you.”

Two principles spoke most strongly to Wolfe: Question the Status Quo and Confidence Without Attitude. “To really come up with the innovations of tomorrow takes a lot of questioning,” says Wolfe, who founded a startup focused on online creativity before coming to Haas. “I want to be in a culture that emphasizes ques-

“We start our lives as students, with the need to learn how to navigate the world. I strive to be a Student Always to remain adaptable to the ever-changing world around me and to stimulate my passions.”

Kevin Hill, MBA 07
Senior Manager,
Market Intelligence, Autodesk



Students Always

We are a community designed for curiosity and lifelong pursuit of personal and intellectual growth.

“At Intel we hire many graduates from business schools. Too many arrive thinking they’ve learned all they need to learn. That mind-set doesn’t produce the kind of development that we need in people.”

tioning, and I’m not sure every business school does that to the extent that Berkeley-Haas does.

“You have to be humble to really empathize and understand someone,” he adds, referring to Confidence Without Attitude. “I think that principle really separates Haas and is also crucial to the emergent field of design thinking and creativity, which are all about empathy.”

In addition to drawing students on a personal level, the Defining Principles are creating a more closely knit group of classmates, particularly in the Full-time Berkeley MBA Program, where changes in admissions and curriculum have been implemented first. “The chemistry in the class is noticeably different. The class has this connection, this bond, that’s even deeper than what we’ve seen in the past,” Lyons says. “That kind of energizing effect—an esprit de corps—has been palpable.”

Defining Principles at Work

While dozens of stakeholders helped develop the Defining Principles, Confidence Without Attitude traces its origins to a comment made several years ago by a recruiter about Haas students being less arrogant than peers from other schools.

On a recent visit to Haas, Intel CEO Paul Otellini, MBA 74, explained why Confidence Without Attitude and Students Always are important when hiring newly minted MBAs. “At Intel we hire many graduates from business schools. Too many arrive thinking they’ve learned all they need to learn. We need to undo that,” Otellini said. “That mind-set doesn’t produce the kind of development that we need in people.”

Another recruiter, Brian Schneider, director of university relations at Zynga, explained how he has seen Confidence Without Attitude in action among Haas grads working for the social media game maker. “Our industry is an incredibly fast-paced, rapidly changing environment. We value individuals who can take on new challenges and quickly grow into leaders. We have seen this happen with a number of Haas alums at Zynga,” Schneider says. “They are not afraid to tackle new projects, get their hands dirty, and help their teams and peers figure out how to get things done.”

Innovative Leader Curriculum

In tandem with more sharply defining its culture, Berkeley-Haas also refined its mission to “develop leaders who redefine how we do business” and created

an Innovative Leader curriculum to deliver on that mission.

Two key components of that curriculum are the new Problem Finding Problem Solving course (see page 14) and a new experiential learning requirement for MBA students. Also important is an effort by the school to coordinate its curriculum around a set of key capabilities that are instrumental to developing innovative leaders.

“The capabilities provide a connective tissue within the MBA curriculum at Haas,” says Associate Professor Terry Taylor, who currently leads the effort to coordinate how faculty members highlight the capabilities. The capabilities are: frame problems; experiment to learn; navigate uncertainty; and influence without authority.

Lyons and Professor Michael Katz initially reviewed course syllabi and met one-on-one with faculty first to identify the crucial capabilities and then elevate their prominence in the curriculum.

Associate Professor Don Moore, for example, kicks off the first day of his Leading People course outlining how it will develop several of the capabilities in students. Students learn about influence without authority as they study the psychology of persuasion. They learn experimentation as part of a group project that requires students to come up with an idea about leading people and then create an experiment to test it.

Reinforcing Culture

Although the Innovative Leader curriculum was first introduced to MBA students, the Defining Principles still have a strong presence in other academic programs. The Master of Financial Engineering Program, for instance, gives students awards related to the principles at commencement each year. And students in the Undergraduate Program are assigned to cohorts whose names reflect one of the principles.

The school’s culture initiative also includes Haas staff. Two years ago, the school began presenting Defining Principles staff awards at an annual appreciation luncheon. This spring Haas created two new part-time positions focused exclusively on culture-building at the school. “We talk about developing our students into innovative leaders, but it’s also an important goal for our staff,” says Haas Chief Operating Officer Jennifer Chizuk. “It’s how we will continue to thrive.”

Life After Haas

Alumni, meanwhile, are embracing and experimenting with the Defining Principles in all sorts of different ways. One alumnus, Bhavik Joshi, BCEMBA 09, co-founder of an early-stage startup, incorporated the principles into his LinkedIn profile last year, calling them the “four core values that I have always leveraged in navigating through my professional career.”

The North Bay Chapter of the Haas

Why culture?

Prof. Jenny Chatman explains the importance of organizational culture



Prof. Jenny Chatman

When Rich Lyons became dean in 2008, he didn’t intend to lead a sweeping culture initiative at Haas.

He knew he wanted to develop a strategic plan for the school. And from his previous industry experience, Lyons saw firsthand the power of competing on culture. Seeing a new opportunity at Haas to set the school apart, he launched an initiative to sharply define the school’s core values, which would go on to be codified into the four Berkeley-Haas Defining Principles.

“I was an undergrad here so I had some sense of the distinctive Haas culture, and how it’s remained constant over the decades,” explains Lyons, BS 82.

Fortunately, he could tap one of the nation’s foremost experts on company culture right from Haas’ own faculty: Professor Jenny Chatman, who was instrumental in the school’s culture initiative.

“Culture is the glue that holds an organization together and makes it distinctive,” says Chatman, who has studied organizational culture since the mid-1980s as a PhD student at Berkeley-Haas. “It’s especially important here at Haas because we have such diverse constituencies—students, alumni, faculty, staff—who have vastly different reasons for being here.”

Chatman’s research has led her to study such companies as Southwest Airlines, known for its unique, fun-loving culture and its 39 consecutive years of profitability. She also studied Dreyer’s Grand Ice Cream as alumni Rick Cronk, BS 65, and Gary Rogers, BS 63 (Engineering), guided the company through its toughest period ever in the late 1990s.

Chatman recounts how Dreyer’s faced a confluence of challenges, everything from record-high butterfat costs to Rogers being diagnosed with a brain tumor. But rather than engaging in panicked cost-cutting, Dreyer’s emphasized how much the company valued employees through honest and open communication, including flying around the country to meet with more than 4,000 employees about a restructuring. Cronk and Rogers also continued to invest in its Dreyer’s Leadership University, “providing unequivocal evidence that Dreyer’s cared about employee development, even during difficult times,” Chatman wrote.

The culturally consistent actions paid off for Dreyer’s, Chatman noted, as the company rebounded with new premium and superpremium product lines and a new distribution agreement with Ben & Jerry’s. Reflecting on that period, Cronk said, “It was a common trust and...openness...people believed the story and they understood...there was an enormous amount of pride and optimism.”

Similarly, the culture initiative at Haas has been very open, involving dozens of stakeholders, from students and alumni to faculty and staff. Chatman says the process has been far more extensive than efforts at other business schools and is more comparable to the efforts strong culture organizations engage in to reap the benefits of a strategically relevant culture.

“I don’t think other schools have been as methodical as Haas. Rich had to do it this way because we had a strong culture already,” she explains. “It’s not uncommon to have a strong culture, but it’s unusual to be this methodical, which was necessary to be as precise as possible in aligning the school’s strategy and culture.”

And all that work has paid off for Haas, too. Says Chatman, “The process allowed us to better understand what Berkeley-Haas is good at and zero in on what makes us so distinctive.”

Alumni Network created a special annual award for an alumnus who embodies one of the principles. And the San Francisco Chapter recently created a new undergraduate leadership award that asks applicants to choose one Defining Principle to describe how they see their roles as a future member of the Haas alumni community.

An alumni survey recently found that 41 percent are aware of the Haas School’s Defining Principles. That number climbs to just more than 50 percent for alumni who have graduated within the last 10 years.

“A culture strategy is generally understood to be a four- to five-year process. To have so much recogni-

tion after two years is really quite remarkable,” Lyons says. Still, he is aiming higher, for 70 percent recognition among alumni who graduated in the past 10 years and 50 percent for all other alumni, both by 2014.

Why do the Defining Principles resonate with alumni so much? “The principles help me and other alumni talk about where we came from and one of the most important times of our lives in a clearer way,” says Lyons, himself an undergraduate business alumnus. “That in turn builds pride and a stronger connection to the school.”

Share how the Defining Principles resonate with you by emailing Tenny Frost at frost@haas.berkeley.edu.

“Some companies assume undergrads don’t have work experience, so students with prior experience can be overlooked. I’m working on creating a story around undergrads at Haas so that recruiters better understand students’ assets.”

Shelly Scott, BS 11
Senior Business Development
Analyst, Intuit
Helping on-campus recruiting
for students with work
experience



Beyond Yourself

We lead ethically and responsibly, take the longer view in our decisions and actions, and often put larger interests above our own.

Wicked Solutions

Senior Lecturer Sara Beckman's unique MBA core course gives students the toolkit to conquer our most vexing business and societal problems.

By Ronna Kelly



Curriculum Pioneer
Senior Lecturer Sara Beckman teaches students everything from systems thinking to rapid prototyping in her groundbreaking Problem Finding Problem Solving course.

Earlier this year, three Berkeley MBA students had less than 24 hours to address a major challenge for Sony: How to develop a competitive product and marketing strategy for the consumer electronics giant best known for the Walkman.

Working with peers from other schools on three separate teams, Raj Brahmbhatt, Benny Du, and Krishna Shah, all MBA 13, suggested using strategies from their Problem Finding Problem Solving (PFPS) course, taught by Senior Lecturer Sara Beckman. Among the strategies: come up with as many ideas as possible in 15 minutes without any judging; organize the ideas by theme; and then narrow them down to the most promising solutions.

While those steps may seem simple, they were unfamiliar to team members from other business schools. Yet they were very successful, as the three teams that included Haas students swept the competition, taking first, second, and third places.

"PFPS is truly unique among business school courses. The skills and way of thinking help set Berkeley MBA students apart in case competitions," says Du. "PFPS helps to resolve deadlocks and ambiguity to get to the root of an issue."

But PFPS, the flagship course of the school's Innovative Leader curriculum, is doing more than helping Haas win competitions. Students also are quickly putting their PFPS skills to work in their Haas experiential learning courses and even their workplaces. The class provides skills for students to Question the Status Quo, one of the school's four Defining Principles. It was created in response to Haas codifying its culture and sharpening its mission to develop leaders who redefine how we do business. As PFPS breaks new ground in business school education, it has been attracting the attention of other deans around the country.

"Our experience was that MBA students were not exposed to a formal representation of how to think about complex, wicked problems that don't have an easy answer," says Beckman, explaining the genesis of

PFPS three years ago. "The goal is to teach students the process of creative problem framing and solving—first identifying and framing the problem and then coming up with alternative solutions."

More than Design Thinking

Beckman is a pioneer in design thinking, which she has been teaching Haas students in her Managing New Product Development course since 1993. In 2010, she won an Academy of Management award for a symposium on integrating design thinking in business school curricula.

However, in developing PFPS, Beckman expanded the class beyond designing thinking to also include creative problem-solving, systems thinking, and critical thinking. "By integrating these three areas, we force students to in effect think about how they think," Beckman says.

The course aims to help students learn how to solve business problems with more discipline "upstream" at the problem-finding and problem-framing stages. Students learn five primary skills: observing; generating insights; diverging and converging; storytelling; and iterating/experimenting, or rapid prototyping.

Beckman teaches students which learning styles are most useful at different points in the problem-framing and problem-solving process. (See the adjacent graphic to identify your style.) Students learn about diverging—a learning style that views the world from multiple perspectives—to understand the context for their innovation work. And they learn about converging—a learning style that is ideal for finding practical uses for ideas and theories—to zero in on the best solutions.

The hands-on class requires students to apply their skills in all sorts of unusual exercises, from devising ways to increase fruit consumption in the U.S. to evaluating the U.S. education system and its leverage points for change. Full-time and evening and weekend MBA students take PFPS just before their required experiential learning class so that they can immediately apply their new skills.

PFPS Around the World

Teams in the school's International Business Development Program did just that as they worked for clients around the world earlier this year. In Tanzania, a team working for Kilimanjaro International, a consulting and training firm, found one PFPS tool, the business model canvas, especially valuable. The canvas captures a business visually and systemically on one sheet of paper, including everything from customer segments to resources that serve those segments.

"Our charge was to develop a comprehensive business plan," says John Schoenleber, MBA 13, a member of the Tanzania team. "We could have gone in any direction: Should Kilimanjaro expand to Rwanda and Ethiopia? Should they diversify? Should they do just consulting? The business canvas really helped us get our arms around what they do well, what their core competencies are."

Kilimanjaro CEO and founder Greyson Kiondo also found the canvas valuable. "Seeing the firm visually on one single poster enabled me to better understand how the pieces of our firm fit together and where our strengths and weaknesses are," he says.

One key insight that came from the canvas: The firm needed to more clearly convey its value proposition. "Moving forward, especially with bigger contracts, Kilimanjaro needed to better recognize what its skill sets

are and articulate what it was good at," Schoenleber explains. "We spent a lot of time on what is your brand and your mission, and how to communicate what Kilimanjaro does for clients."

PFPS skills have proved valuable in other experiential courses as well. For her Board Fellows project, Amy Josephson, MBA 12, dived into "ethnographic/day-in-the-life" research interviewing mentors about the nonprofit Berkeley Community Fund to evaluate its student mentoring program for Berkeley High students and recent graduates. The Board Fellows program places students as non-voting nonprofit board members for nine months.

"From all my ethnographic research, I was able to generate a whole host of areas for the organization to improve its program," says Josephson. "PFPS really helped me tackle a pretty nebulous topic by having some clear steps for approaching it."

Josephson's research uncovered one interesting problem: a generational communications gap, with mentors confused about how to reach students. Students relied on Facebook and texting, while mentors were using email and telephone. Her recommendations included developing clearer communications guidelines.

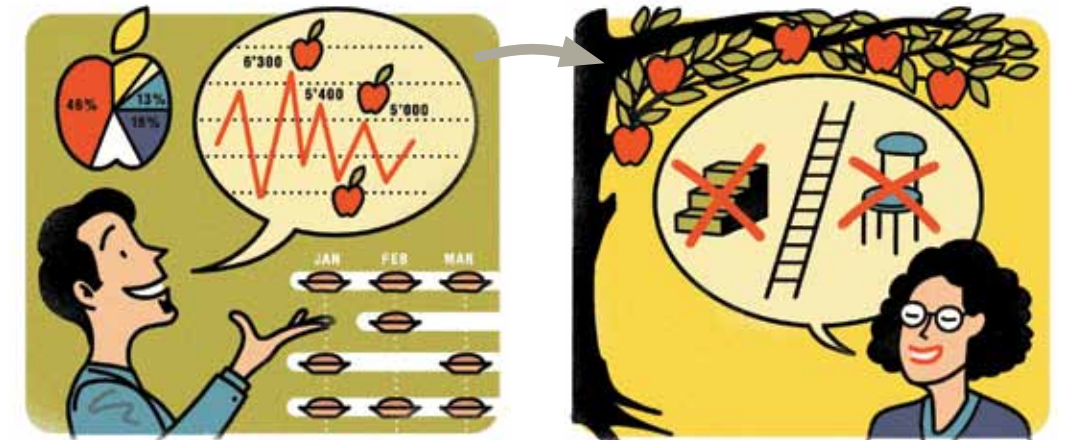
PFPS in the Workplace

Evening and weekend MBA students, meanwhile, are taking PFPS skills back to the office. Kailash Hiremath, MBA 13, tapped PFPS when he led a brainstorming session with designers, sales managers, and the product team at Eton, which creates green energy consumer products, including iPod and iPhone accessories. "We used the Post-it note method to come up with ideas and concepts on where Eton can go next in terms of products and categories," Hiremath says. "It worked out very well and was extremely engaging for everyone, including our CEO."

Even Beckman and Lecturer Clark Kellogg, who also teaches the course, are employing PFPS concepts as they constantly experiment and update the class in response to student needs and responses. Beckman also has held PFPS workshops for Haas staff and recruiters who recently visited the school, and PFPS will be a core component of the Haas School's new MBA for Executives Program.

What's your learning style?

Students learn about four learning styles in the Problem Finding Problem Solving class. This simple example of a creating a pie shop illustrates how each style works at each stage of the problem finding problem solving process.



ASSIMILATING: Good at understanding a wide range of information and putting it in a concise, logical form. Doodles graphics and loves math. Ideal for the Frameworks Stage.

CONVERGING: Good at solving problems and finding practical uses for ideas and theories. Good at helping steer a team through conflict and discern the best path. Ideal for the Imperative Stage.



DIVERGING: Good at seeing concrete situations from multiple viewpoints. Interested in culture and history. Finds links with people. Ideal for Observations Stage of problem finding and problem solving.



ACCOMMODATING: Good at learning from hands-on experience and leading teams through brainstorming and testing concepts until a final solution is achieved. Ideal for the Solutions Stage.

"We force students to in effect think about how they think."

—Senior Lecturer Sara Beckman

Culture Club

Learn how three alumni are fostering their companies' unique cultures.

By Kim Girard and Karen Sorensen



Tapping Data to Guide HR

Part of making human resources effective at Google is a willingness to experiment, says **Jennifer Kurkoski**, who earned a PhD in organizational behavior from Haas in 2010. Not surprisingly, the search company based on algorithms also relies heavily on data—even in human resources. Kurkoski, who manages Google's People & Innovation Lab (PiLab), has used both data and experimentation to help drive changes within the tech giant's workplace—from healthier cafeteria choices to creating a way to build better managers.

Manager Habits

In 2009, the tech giant set out to get a concrete understanding of what made a great Google manager. "There are outcomes associated with good managers that matter," Kurkoski says. Retention and employee happiness, to name a few.

Through "Project Oxygen," statisticians analyzed thousands of manager performance evaluations, annual surveys, and interviews.

After much data crunching and coding, the research netted "Eight Habits of Highly Effective Managers," who share characteristics like having a clear vision for their team, helping develop employees' careers, and being results oriented. (Struggling managers also share characteristics such as a lack of understanding of Google culture, trouble transitioning in

their new job, or a focus on themselves instead of the people they manage.)

While the information gathered echoed existing research, Kurkoski says Google used the findings as a foundation for change to improve manager training, mentoring, and coaching. The information was also used to develop the biannual survey employees take to evaluate their managers, part of a boss-employee feedback loop.

"This has provided a language for having conversations about good management," Kurkoski says. "It's a constant conversation. People now use their survey results to identify areas for development and take action."

Food for Thought

Google has become well known for the tasty treats served in its cafés, but free food can be a double-edged sword, leading to unwanted extra pounds. The company wanted to give workers healthier options without taking anything away. Small tweaks made by the company over the past year include:

- Moving bottled water in refrigerators to eye level and soda to the bottom, where it's harder to find.
- Shrinking the size of desserts to about three bites that still satisfy a sweet tooth but with fewer calories and less fat. Desserts are tucked in the back of the cafeteria; the salad bar is in the front, so greens are the first thing hungry lunchers might grab.
- Offering smaller plates. Research shows when people use smaller plates they fill the plate with less food.

These efforts, Kurkoski says, have made workers "really thankful."



Cultivating Core Values

After **Laila Tarraf, MBA 97**, joined Peet's Coffee & Tea five years ago, she noticed a schism in the growing company's culture. There were the veteran, hard-core coffee bean worshipers (who didn't necessarily value the bean-counting side of Peet's) and the newer managers who needed a primer on Peet's rich history. "We needed coffee people to know the business and business people to understand the founding values and legacy of Peet's," says Tarraf, Peet's chief people officer and VP of human resources.

Company leaders decided to revisit Peet's core values and, after a year of gathering employee feedback, came up with four new ones: mastery, curiosity, responsibility, and prosperity.

Now, all employee programs, including performance reviews, are designed to reinforce these values, helping the company to speak in one voice, Tarraf says.

Cheers cards

Many of Peet's 3,800 employees look no further than so-called cheers cards on the counter—each marked with an icon representing one of Peet's core values—to thank co-workers for "the little stuff," Tarraf says. If a barista makes espressos to perfection during the morning rush, a manager might hand him a mastery card. Or a junior team member who offers up a non-traditional idea to solve a problem might get a curiosity card from a teammate. Card recipients are tracked on the company's internal website, and small gifts are raffled off every quarter to reward participants.

Barista Competition

Another way Peet's cultivates mastery and a connection to the company is through a national barista competition, streamed live on Facebook. Each year at the company's Alameda, Calif.-based roasting plant, four Peet's finalists have just 15 minutes to press and steam 12 drinks, including espressos and cappuccinos. Those drinks are judged by coffee experts on technical drink-making skills, cleanliness, speed, organization, and presentation.

"The training is intense at Peet's, and the culture holds baristas to a higher standard," says Tarraf. The winner, whittled from 2,000 baristas who are cut to 20 and then four regional finalists, gets bragging rights, a gilded tamper (used for compacting ground coffee) mounted on a plaque, and a donation from Peet's to a charity of his or her choice.

Plantation Visits

The late Alfred Peet founded the company in Berkeley in 1969, coveting the high-altitude coffees of Costa Rica, Guatemala, and East Africa. Today, Peet's sends three groups of five to seven of its top performing employees to these far-flung places to experience where the company's coffee is grown and better appreciate how a commitment to providing a living wage to farmers is core to the company.

Last January, Tarraf and her leadership team spent four days in Guatemala's Antigua Valley, meeting the owners of a family-owned farm that has grown coffee beans for Peet's for 30 years.

The trip to the farm, tucked 5,000 feet up among three volcanoes, fostered employee understanding of the people who grow Peet's beans, says Tarraf. "The care and quality of what they're producing makes you respect the bean even more," she says.

Baristas and sales and management leaders return "so inspired about what they learned and saw, and they share that knowledge, love, and passion with their store and their direct reports," Tarraf adds. "They become ambassadors and take on that culture."

THE KAPOR CENTER

Fostering Synergy among Ventures

At Kapor Enterprises Inc. (KEI), **Nicole Sanchez, MBA 12**, has the challenging but rewarding job of building an inclusive culture for several ventures that fall under the organization's umbrella: the Mitchell Kapor Foundation, which offers grants to ensure fairness and equity for low-income communities of color; Level Playing Field Institute, a nonprofit that supports underrepresented people of color in science, technology, engineering, and math; and Kapor Capital, which provides early-stage investment in technologies that generate positive social impact.

Each organization has a different staff, and on the surface, KEI's technology investment and social justice work can look like very different functions, notes Sanchez, the organization's chief people, values, and culture officer, who just graduated from the Berkeley MBA Evening & Weekend Program. "The real challenge is in making sure we've correctly articulated the commonalities among each of our entities."

Let's Do Lunch

A key effort in bringing the different groups together is a monthly "all-entity" lunch gathering where all employees listen to or participate in presentations. The gatherings have

focused on everything from voting rights, to the efforts of Kapor Capital portfolio companies, to an open-mic celebration of Women's History Month. In contrast to more formal, orchestrated meetings, the discussions foster greater personal connections and creative cross-collaboration among the different employees and groups, Sanchez says.

Family Friendly

KEI also makes sure to celebrate all employee accomplishments, even those outside of work, such as graduating from an educational program or running a marathon. It also strives to maintain a casual, family-oriented atmosphere that Sanchez believes boosts morale and helps everyone feel at home. Employees' children were welcomed into the organization over spring break and treated

"we know from our technological side of the house that you can't innovate without making mistakes"

to lunch, movies, and other activities, and at any given time, up to five dogs wander the offices finding treats and welcoming pats.

Learning to Err

One challenging area KEI hopes to focus on in the future is acceptance of mistakes. "We've had to work very hard to get where we are today, and we tend to avoid failure at all costs," Sanchez says. But "we know from our technological side of the house that you can't innovate without making mistakes," she adds. "Accepting mistakes is something we haven't always been good at here, but we're getting better."

Your **Haas** Network



Learn more about the ambassador at hungary.usembassy.gov/ambassador.html

BEYOND YOURSELF

From Real Estate Exec to Diplomat

Eleni Tsakopoulos Kounalakis, MBA 92
U.S. Ambassador to Hungary, Budapest

When Eleni Tsakopoulos Kounalakis was sworn in as U.S. ambassador to Hungary in January 2010 at age 43, one of the youngest women to head a U.S. embassy, she had no time for culture shock.

“I knew that the president and Secretary of State Hillary Clinton believed I was up to the challenge, so I focused on what I needed to know to lead these well-trained diplomats,” she said in an interview following her address to the 2012 Alumni Conference at Haas in April. “I think President Obama was determined to have political appointees who were not only able to do the job, but also would bring something new to the table.”

Indeed, Tsakopoulos Kounalakis’ entry into the diplomatic corps was a sharp bend in her career, which had centered for 18 years on building her father’s Northern California real estate company, AKT Development Corp.

The daughter of a Greek immigrant who worked his way from a field laborer to one of the state’s largest land developers and most generous Democratic donors, Tsakopoulos Kounalakis got an early introduction to politics. After heading from Haas to AKT, where she served as president, she helped raised more than \$1 million for Hillary Clinton’s presidential campaign before backing Obama.

When she got a call from the new administration with her choice of four diplomatic placements, she chose Hungary because her husband, Markos Kounalakis, BS 78 (Letters & Sci.), a journalist and *Washington Monthly* publisher emeritus, had covered the end of the Cold War as a correspondent in Central Europe and wanted to go back.

Tsakopoulos Kounalakis said the beauty of the place and graciousness of the people quickly won her heart. Yet little did she know she would be serving at such a complicated time: Hungary has taken a sharp turn to the right, making waves with the European Union and raising fears about nascent democratic institutions. “I suspect [they would have preferred a career diplomat] and I wouldn’t have been sent if anyone had bargained for it,” she joked during her speech at Haas.

Overseeing a 400-person embassy has her drawing on her Haas education: working as a team toward a common goal, finding the right information to make decisions, and—perhaps most important—balancing interests and values.

“It is my job, every day, to advance the democratic values of the United States in every way I can,” she says. “If we lose sight of our values because of our interests, we are no longer the United States.”



PHOTOGRAPH BY TOMI DEÁK

Ethics in Sin City

Max Oliva, MBA 71
St. Christopher Parish, Las Vegas



One could easily miss Father Max Oliva’s collar. The upright, outgoing Jesuit priest casts an imposing figure. He stands an erect 6’3”, and at age 72, is still going strong, as a lecturer, consultant, and author.

Ordained a Jesuit in 1972, a year after earning his Berkeley MBA, Oliva has built an unusual career establishing himself as a leader in the field of ethics and spirituality in the workplace.

Oliva had an epiphany at age 24, working as a salesman for a San Jose cannery. “I returned from a business trip when a startling desire to become a priest just came into my head.”

Jesuit training takes up to a decade. Oliva’s training included earning his MBA with a focus on organizational behavior. After graduation, his path took him to Ireland, South Africa, and Canada, though he has remained in Northern California for much of his career, including six months as a visiting scholar at Santa Clara University.

Along the way, Father Oliva has written five books. In addition to offering seminars to business groups, Oliva also publishes a monthly email newsletter that

explores everything from simple rules of ethical behavior (never sign a false document) to the link between ethical business deals and the 10th commandment (You shall not covet your neighbor’s goods).

Oliva moved from Alberta, Canada, to Las Vegas, a community that he says “needed me to fill a niche,” to teach Ethical Decision-Making at Regis University in Henderson, Nev. He resides at St. Christopher Parish in North Las Vegas, and his main ministry is called “Ethics in the Marketplace” (ethicsinthemarketplace.com).

Today, men and women in the corporate world come to Oliva for mentoring on both spiritual and ethical issues, anything from conflicts of interest at work to dealing with a wayward teenage son. Says Oliva, “The people I meet are my most enjoyable reward.”

Wunderkind

Rambo Shyy, BS 09
Co-Director, Wonder Medical and Educational Foundation Cupertino, Calif.



Rambo Shyy speaks four languages and has visited more than 30 countries. He has acted in award-winning Bay Area plays, sung on Chinese TV, and presented his paintings to the president of Taiwan.

But what Shyy feels most passionate about is helping others. Through

the Wonder Medical and Educational Foundation, a private charitable organization he runs with his brother, Shyy aims to provide and improve health care and education in disadvantaged communities around the world.

“Education and health care are the pillars of society,” Shyy says. “If you tackle these two, then it’s truly philanthropy because it’s solving social problems at the root.”

The foundation has focused its work on China but also has supported efforts in Brazil, France, Morocco, and South Africa. Projects have included building schools and providing reconstructive surgery for cleft lips and palates.

Shyy’s parents established the foundation in 2001 with the intention of passing it on to their sons.

While Shyy was growing up, his parents took the family to underdeveloped areas around the world for months at a time to expose their sons to the hardships of others and instill in them a desire to aid the less fortunate.

One visit in China was particularly powerful. Shyy, then 16, was invited to speak to 120 high school students about leadership and life in America. But he soon realized that despite being the area’s top students, they lacked basic opportunities he had taken for granted.

“The children were super, super stellar students, yet they lacked the opportunity to share their smarts with the world, let alone explore anything outside of their city,” says Shyy. “I want to one day be able to open doors for these students, so we can help advance our world together.”

Your **Haas** Network



Learn more about alumnus Alan Knitowski's mobile app company at phunware.com.

Cool Quant in Crisis

Carolina Marquez, MFE 04
VP, BlackRock
San Francisco



The bottom fell out of the housing market almost immediately after Carolina Marquez started her job as a mortgage researcher at Barclays Global Investors in 2007.

Marquez's job was to develop quantitative models for clients to make trading decisions based on mortgage-backed securities. But the market crash turned everything on its head. "What we were seeing was completely outside the historical experience," Marquez says. "So many of the models had to be completely revamped."

She credits her master of financial engineering with helping her adapt to a challenging market. "I was so well trained in modeling, I was able to incorporate the new trends, and at a fast pace."

Still, she says, it was a rough couple of years. "No matter how conservative you thought you were, the prices kept falling," she recalls. "It's difficult to come into work when the news is always negative."

It wasn't until 2009 that investors began to see opportunities in mortgage-backed securities again, she says. Today,

as vice president in the financial modeling group at BlackRock, which acquired Barclays in 2009, Marquez works on the trading floor, gathering up-to-the-minute data and continually updating the models in the firm's portfolio management system.

Despite long hours—"the market never stops"—Marquez enjoys the work, which allows her to use all her training, including a PhD in economics from UC Berkeley, in a practical way.

Marquez also likes the creativity involved in working with the mortgage market, which has a "huge behavioral element," she says. "People buy houses based on emotion. It's a challenge to use math to model something that's behavioral."

Riding the Tech Wave to Texas

Alan Knitowski, MBA 99
Founder and CEO,
Phunware, Austin, Texas



Alan Knitowski and his wife, Kelly, uprooted their family from Newport Beach, Calif., and moved to Austin, Texas, in 2008 to allow their four children to experience different parts of the country while growing up. But the move didn't wipe out Knitowski's

entrepreneurial spirit.

The son of a mason and librarian, Knitowski was taught that dedication and hard work are the only avenues to success. "My parents said, 'Even if we could afford for you to go to college—which we can't—we wouldn't pay for it because unless you earn it you won't value it,'" he says.

A high school valedictorian, Knitowski used an ROTC scholarship to obtain a BS and MS in industrial engineering and then served in the U.S. Army—an experience he greatly values. "If people think they are having a bad day, I say, 'Let's have a little perspective. There are a lot more ugly things going on in the world.'"

Knitowski didn't focus on the technology industry until he was recruited by Nortel Networks, where he had worked more than a year when he began earning his Berkeley MBA in the Evening & Weekend Program. From there, he vigorously studied Silicon Valley entrepreneurial culture and helped start several companies, including Vovida Networks, an open-source telecommunications company that he sold to Cisco Systems.

Three years ago, Knitowski started Phunware, now an 85-employee firm that specializes in creating and managing unique mobile experiences and applications. Customers include ESPN, Discovery, and the NFL. "We want to be the preeminent company on earth in our space and the de facto mobile platform," he says. "We have a ways to go but fully expect to achieve that in the next several years."



PHOTOGRAPH BY ALEX FRADKIN

STUDENT ALWAYS

IT Chief

Driving Sales for a Social Media Darling

Tim Campos, BCEMBA 11
CIO, Facebook, Menlo Park, Calif.

In 2009, Tim Campos was at what most people would think of as the top of his game. The only person who didn't think so was Tim Campos. Still in his mid-30s, he had been the youngest chief information officer of any Fortune 500 company—KLA-Tencor, a leading supplier of semiconductor equipment and services—after stints at Sybase and Silicon Graphics, among others.

But he felt he needed a change, so he enrolled in the Berkeley-Columbia Executive MBA Program. "People said I was crazy," he says. "But my career had stagnated. I almost felt like the old adage that 'CIO' meant 'career is over' applied to me."

But, wait—he's still a CIO. The difference, and it's a big one, is that he's the CIO of Facebook. The role of the information chief is radically changing, perhaps nowhere more than inside the social media giant's Menlo Park headquarters. Campos likes to say that next-generation CIOs are becoming more like chief operating officers, with a much greater emphasis on the business performance of the company (though he's careful to note that he's not trying to put Facebook COO Sheryl Sandberg out of a job).

"As tech becomes more advanced, it becomes easier to manage," Campos says. "And the role of the CIO becomes more about business results—sales." He sees his main role as ensuring that the company's technology is always helping to drive revenue in some way. For example, Facebook has millions of small advertisers (as well as lots of big ones). Managing that massive customer base "is very much a data-analytics problem," he says.

Campos earned undergraduate degrees in electrical engineering and computer science at Cal before going on to take highly technical jobs at tech companies. So, was it a big culture shock when he joined Facebook in 2010? Not at all. "Facebook is a very engineering-driven company," he says. And the change was just what he had been seeking when he decided to earn his MBA. "It's empowering. There's not a lot of bureaucracy in the management. And yet, it's more disciplined in some ways" than his previous employers.

Still young at 39, Campos is nevertheless 10 years older than CEO Mark Zuckerberg. That's not a problem either. It's new for him to work for a company with a "charismatic leader," he says, and he likes it. "I came here wondering whether this company was lucky or smart. Now I know—it's definitely smart."

The Campaign for Haas

ASK THE DONOR

An Academic Approach to Investing

Alumnus Minder Cheng takes PhD training to Wall Street

A call from the New York Stock Exchange in 1993 turned out to be a defining moment that put Minder Cheng, MBA 89, PhD 94, on a new career path. After agreeing to help the NYSE on a project exploring how to gain a competitive edge over NASDAQ and Third Market Makers, Cheng chose a career in business instead of academia. Since then, Cheng has held leadership roles with BlackRock and Barclays Global Investors, Convergence Asset Management, Sumitomo Finance International, and Salomon Brothers. He serves as a director for Investment Technology Group, a strategic advisory board member at ParAccel, and a senior advisor to Executive Networks. Cheng credits the Berkeley-Haas PhD Program for teaching him the research methods that led to his successful career. His \$1.2 million gift, augmented by a UC Berkeley matching program, will provide a stipend and cover tuition and fees for eligible PhD finance students.

What was the focus of your dissertation?

I researched market microstructure, upstairs trading, and term structure of interest rates. The market microstructure research led to a job helping the NYSE identify ways to increase order flow. My research in upstairs trading—helping investors make very large trades without causing too much disruption in the market—is still very relevant to my work.

Why do people invest based on emotion?

People think the Internet is providing accurate information, but often it's just noise that triggers an emotional reaction. Designing an investment strategy based on quantitative research is the key to minimizing the impact of emotions and ensuring consistent investment performance.

What inspired you to invest in Haas PhD students?

I wanted to give back to the community that got me started professionally. I wanted to help PhD students stay focused on their research and avoid the distraction of looking for funding sources.

What inspired you to be a judge in the recent Berkeley MBA Investment Fund course student competition?

I think it helps students to have outside and practical perspectives when developing an investment strategy. Something may look great on paper, but that can change when you factor in tradable size, risk, trading costs, and regulatory environment.

What principles guide you most in life and business?

The first is integrity. Integrity is how you build trust with clients, colleagues, and friends. The second is curiosity. If my mind is open, I can notice outliers and use an academic approach to find interesting trading strategies or market phenomena.



PHOTOGRAPH BY JIM BLOCK

Fellowship Empowers Clean-tech Entrepreneur

Chris Zach, MBA 13, Selects Haas for Culture, Lester Center

After learning about the environmental and supply concerns associated with energy use during his work with Caterpillar Inc. and the Department of Energy, Chris Zach was inspired to pursue an MBA. He wanted to play a bigger role in guiding clean technologies from the laboratory to commercial viability. But not just any MBA would do. For Zach, MBA 13, the culture at Berkeley-Haas was the deciding factor.

Zach, the recipient of a Mike and Carol Meyer Graduate Fellowship, was initially attracted to the school's commitment to specific values with its Defining Principles. "I want to be at a school that isn't trying to be everything to everyone," says Zach. The principles Students Always and Beyond Yourself especially resonate with Zach. He has always had a voracious appetite for learning and is interested in clean technology because of its critical importance to people and the planet.

In addition to culture, Zach found Berkeley-Haas appealing because of its strength in the area of entrepreneurship. "I knew that I'd have a network of peers interested in entrepreneurship as well as the considerable resources of the Lester Center," says Zach. Given his interest in clean technology, the Clean-tech to Market Program, and the school's strong connection to Lawrence Berkeley National Laboratory (LBNL) were other key factors.

Zach's lifelong passion for figuring out how things work first led him to earn a degree in mechanical engineering. He gained experience in the business of technology through rotations in marketing, business development, and strategy at Caterpillar, as well as in his work with an energy consulting firm in Washington, D.C., analyzing opportunities for new, energy-efficient technologies for the Department of Energy. A summer internship with Mission Motors, a San Francisco-based supplier of advanced electric vehicle powertrain technology, is deepening his knowledge of the cleantech sphere. He is also a vice



president of the Berkeley Energy and Resources Collaborative, a multidisciplinary club on campus, where he is launching a new program for students to help

assess the commercial viability of LBNL's energy inventions.

The Mike and Carol Meyer Graduate Fellowships were established in 2010 to support students pursuing a full-time MBA who also have engineering experience and intend to pursue an entrepreneurial career. "I am so pleased Chris Zach is receiving this fellowship because of his excellent academic record, background in engineering, and entrepreneurial focus," says Carol Meyer, BS 69, MBA 71. "Chris is already accomplished in his career," adds Mike Meyer, MBA 70. "His multidisciplinary perspective and humbleness make him the versatile business leader companies are looking for now."

Deeper Roots in Big Apple

An energetic group of East Coast alumni has re-launched the New York Chapter of the Haas Alumni Network. After meeting with Dean Rich Lyons in May, the group finalized new board roles and bylaws in June. One major goal of the chapter: enable the tri-state region's 1,700 alumni to better connect with each other. To get involved, email Chris Nuttall, MBA 02, chris.l.nuttall@gmail.com, or Will Wright, MBA 09, willwright@mckinsey.com, and join the new "Haas in NYC" groups on LinkedIn and Facebook.

UPCOMING EVENTS
haas.berkeley.edu/events

Alumni/Student Welcome Party
August 23
Berkeley

BCEMBA Reunion Weekend
September 21-23
San Francisco

Homecoming
October 6
Berkeley

Forum on Pathbending Innovation
October 11
San Francisco

Pathbending Leadership Talk with Dean Rich Lyons
October 15
New York

San Francisco Networking Event
October 16
San Francisco

Big Game
October 20
Berkeley

Play Digital Media Conference
October 27
Berkeley

Haas Gala
November 9
San Francisco

Old Blues Luncheon
December 6
Berkeley

Haas **Worldwide** Events



Check out photos from recent Haas alumni events at [flickr.com/haasalumni/](https://www.flickr.com/photos/haasalumni/).

EVENT All-Alumni Conference



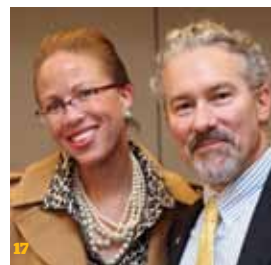
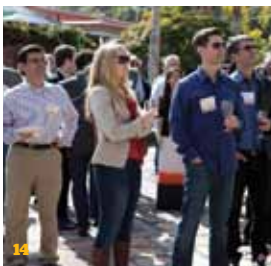
Bright Thinker

Solving the Planet's Energy Problems

BrightSource Energy CEO John Woolard, MBA 97, spoke about the challenges of decarbonizing the world's power supply at the All-Alumni Conference in April. Woolard explained how he founded BrightSource to make a meaningful dent in the world's reliance on

carbon-emitting sources of energy. BrightSource is now building the world's three largest solar power plants and has plans to build 10 more—"all on a scale that can make a difference," Woolard noted.

Watch Woolard's talk at insights.haasalumni.org.



Barcelona Symposium

1 Adjunct Prof. Henry Chesbrough; Greg Greeley, MBA 98, VP, Amazon EU; and Tammy Beaulieu, MBA 92.

2 Rodrigo Rato, MBA 74, former International Monetary Fund chief.

Commencement

3 Adobe CEO Shantanu Narayen, MBA 93, at MBA commencement.

4 Acumen Fund Chairman Emeritus Margo Alexander, BS 68, at undergraduate commencement.

Haaski Open & Auction

5 Mark French, MBA 98.

6 Cal parent Dennis Gee; Kathy Andrews of Haas; Eric Wold, BS 94; and David Eckles, MBA 73.

All-Alumni Conference

7 Neva Ignaton, MBA 02; Robyne Eldridge, MBA 02; and Greg Patterson, MBA 00

8 Dean Rich Lyons.

9 Michael Kan, MBA 97, and family at the Reunion Picnic.

Women in Leadership Dinner

10 Cora Jane Flood Philanthropy Award recipient Susan Chamberlin, MBA 87, and husband, Steve Chamberlin, a former Haas faculty member.

11 Former Michigan Gov. Jennifer Granholm, BA 84, and Professor and Former Dean Laura Tyson.

12 Jen Lyons, MBA 96, and Mary Catherine Birgeneau.

Haas Malibu Event

13 Jennifer Ma (right), BS 04, with friend.

14 Haas alumni tour the winery.

15 Mark Rosenthal, BS 82.

South Bay Chapter Event

16 Electronic Arts CEO John Riccitiello, BS 81, speaks on digital entertainment.

NYC Future of Finance

17 Lisha Bell, BCEMBA 13, and Dean Rich Lyons

18 Alumni, students, and guests listen to a panel discussion.

19 Kris Larson, MBA 88, Anne Nogami, and Deborah Stern.

Menlo Circus Club Event

20 Shimanti Guha, BCEMBA 12, and Brian Best, MBA 96.

21 Jennifer Lao, BS 10; Ron Pragides; Larry Pier, MBA 13; Stephanie Chen, BS 11; and Jared Stasik, MBA 12.

Latin America Business Conference

22 Bill Reichert of Garage Technology Ventures.

23 Francisco Carvalho, Carlos Façanha, Valeria Landi, Juan Manuel de los Rios Wakeham, all MBA 12.

NYC Welcome Party

24 Members of the newly relaunched NYC Alumni Chapter celebrate with students.

Haas Alumni Notes



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

WHAT'S NEXT

We asked Berkeley MBA students from the class of 2012 about their jobs after graduation and their biggest takeaway from Haas. Read their answers below or watch them on video at haas.org/2012mba.



Moritz Plischke, McKinsey, New Jersey

I will return to McKinsey & Co. in New Jersey and become a management consultant. For my experiential learning I did Social Sector Solutions. I worked with an organization called Rubicon in Richmond that offers employment and mental health services for homeless people. Feeling how my work affects other people got me very interested in the social sector.



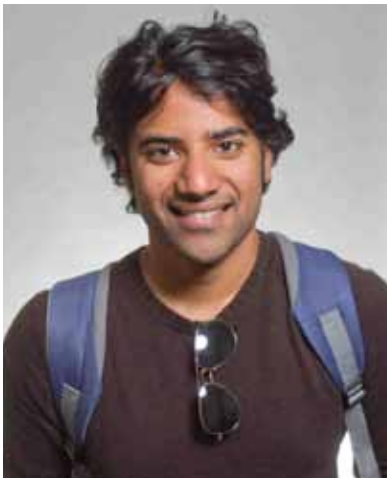
Sue Young, Facebook, Menlo Park

I got an internship to work at Facebook, and I'll be returning there full time. One of my favorite experiences at Haas was organizing >play, Berkeley's digital media and largest student-run conference. I got to learn about an industry that I love from the most influential thought leaders and companies in Silicon Valley.



Nick Romero, Morgan Stanley, San Francisco

I'll be joining Morgan Stanley's sales and trading platform based in San Francisco. I'm excited because markets are my passion, and my background in investment banking really set me up for success. The strong sense of camaraderie both inside and outside the program really helped open doors for me in my career search.



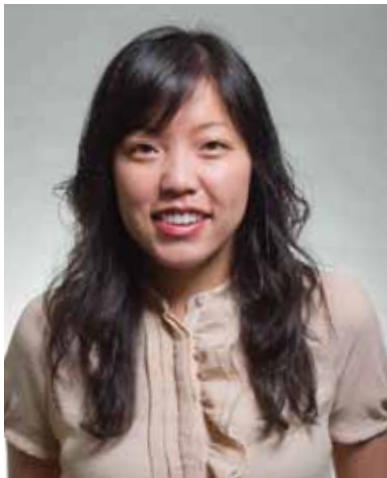
Archit Bhargava, Google, San Francisco

I'll be joining a startup within Google. It's a division that builds smartphone apps. I found the opportunity to work at Google through my entrepreneurship class, where one of my guest lecturers was a Haas alum who founded a company that happened to eventually become Google Earth.



Mark Stolze, Live Nation, Los Angeles

I will be touring with Neil Diamond for three months in a tour liaison role with Live Nation, a concert promoter. I ended up going with a concert promoter for my summer internship. I was on tour with U2 for 10 weeks. It was an unbelievable experience.



Vannie Shu, Clorox, Oakland

I'll be joining Clorox as an associate marketing manager. One of the things I've been involved in at Haas in marketing is the Elite Eight Case Competition. We were challenged with helping an oil component manufacturer market their products to other businesses. We came in first place!

Photos by Jim Block
Interviews by Valerie Gilbert

UNDERGRADUATE

1940

David Rea, of Stockton, Calif., writes, "My wife and I recently enjoyed a two-week, round-trip cruise from San Diego to the Hawaiian Islands. Since honeymooning there many years ago, we've been back many times and always enjoy ourselves. At my age of 93, we limit our travel but still enjoy our Stockton home and a second home two hours away on the coast."

1951

Ron Milligan, of Westminster, Calif., continues to teach journalism at CSU Long Beach.

1959

Sprague Edwards, of Twain Harte, Calif., spent 40 years working in outside sales with Mobil Oil, Johnson and Johnson, and the imported pipe and tobacco industry. He also spent 20 years working in the awards and recognition industry. He was a partner in a vineyard in Healdsburg, Calif., for 15 years and owned a distributing business in Santa Rosa, Calif., for eight years. He writes, "My college education was interrupted by the Korean War. I was always proud that I got my degree from Cal while supporting a family and working full time in a supermarket in Berkeley. I also got my degree in less than four years by attending

summer sessions. I helped raise five children and was married to two wonderful women. Now widowed, I enjoy retirement in a resort, play golf poorly, and enjoy the company of some very nice friends."

1961

Allan Herzog was awarded the Wells Fargo Advisors Spirit Award for 2011. It was presented on Ellis Island at the annual Premier Advisors dinner in New York, honoring his lifetime commitment to community service and to his investment career.

1962 CAL HOMECOMING OCTOBER 5-7, 2012

Thomas Jones, of Dana Point, Calif., is the president and CEO of TMJ Insurance Services, which markets health, life, disability, Medicare and group policies, annuities, IRA rollovers, and retirement planning services.

1965

Vijay Kumar (Pandit), of Mountain View, Calif., worked briefly in the actuarial department of Fireman's Fund after graduation. He subsequently worked for IBM and IBM's competitors — Memorex, Amdahl, and BMC — for over 25 years in software. Vijay also founded and ran an import/export company on the side. He is on the board of advisers of InternetSpeech, which pioneered the technology

of reading Internet text and performing voice conversion to a user's telephone. Vijay's son, Jay, is a solar engineer for Solar City, based in San Mateo. Vijay's daughter, Amba, worked for Cisco in the Silicon Valley before moving to Santa Cruz and becoming a real estate agent. Amba has one daughter.

1967 CAL HOMECOMING OCTOBER 5-7, 2012

Richard Owen, of Bakersfield, Calif., retired in January after spending 25 years with the State Compensation Insurance Fund. He is working on an LLM in dispute resolution from the Straus Institute at Pepperdine University's School of Law. Richard continues his work as a State Bar certified workers' compensation law specialist. He is actively seeking engagement as a mediator and/or arbitrator.

Jeffrey Thornton, see MBA 68 notes.

1968

Robert "Bob" Kellerman, of Portland, Ore., writes, "After a few careers — marketing, store buyer, designer, and more — I am in Portland, looking for my next part-time or full-time adventure."

1971

Anita (DeArmond) Vogel, see MBA 71 notes.

1972 CAL HOMECOMING OCTOBER 5-7, 2012

Joseph Butler was appointed to the City of Pleasanton Housing Advisory Commission in May. The advisory is responsible for initiating and pursuing opportunities for developing, promoting, and retaining affordable housing within the city and region.

1975

Randall Hedrick, of Sparks, Nev., has started a new career in real estate.

1976

Sherman Chao, of Palm Beach, Fla., writes, "My wife and I moved to Florida, and now I can say I've lived in all four major regions of the United States (West, North, East, and South). I'm still working at Impala Asset Management, a hedge fund. We are currently working towards opening an office in Palm Beach. My wife and I have a calmer and healthier lifestyle now, compared to living in the New York City area. Our family is healthy and happy. No grandchildren yet, as none of our three sons is married. One nephew just married, so the next generation of Chaos are getting started with their next phase of life."

David Glanz writes, "From the vantage point as a commercial real estate lawyer in New York, economic activity in commercial real estate

has picked up strongly from the doldrums in 2009. At long last, there are sales of distressed assets to new owners, and at smaller discounts than what many surviving players had hoped for in 2009-2010. In New York City, our clients are also selling, buying, and investing in trophy multifamily and (hold your socks) new condo development, but that's New York for you. My wife's fine jewelry business — at what I would call strong startup level, but don't tell her I said so — has dramatically higher revenue this year over two years ago, and she did not suffer a dip in revenue in 2009-2010 at all. She's a designer and wholesaler, selling to Internet and brick-and-mortar retailers across the country. She does a lot of production in Asia, and her cost of stones and (no surprise) gold has also increased strongly since 2007. Part of that is what we read in the *Wall Street Journal*: demand in China for luxury goods. But demand in the United States is higher than ever, in part due to excellence of her designs — kudos from the savvy retailers — but also in part due to general strength in this sector. Hey, Haas alums, if any of you are in commercial real estate, anywhere in the United States, please contact me — my practice has always been national, and I love to talk shop. (Bio and contacts are on www.windelsmarx.com.)"

Haas Alumni Notes

CONNECTIONS The Power of the Haas Alumni Network

PHIL LIVINGSTON, MBA 83 CEO, Martindale-Hubbell at LexisNexis

Former Oakland Raiders offensive lineman Phil Livingston considers getting cut from the team one of the most fortunate things to ever happen to him. That event gave Livingston the chance to earn his MBA from Berkeley, which literally transformed his career and his life. The fact that the Raiders won the Super Bowl in the single year he was with the team probably helps a little, too. In addition to honing his intellectual chops, Livingston relishes how the school connected him to key people, like visiting lecturer and alumnus Mike Chetkovich, BS 39, MBA 40, who steered him onto a path of board service, and Jerry Weintraub, BS 80, MBA 88, who helped him get in touch with companies seeking strong board leadership.

“Jerry has introduced me to a number of people who have selected me to serve on their boards or connected me to opportunities in other ways,” says Livingston. “From the very beginning, when he recommended me to succeed him in the alumni relations office, he’s always been a strong networker and a great people person.”

In addition to serving as an executive for several small and medium-sized companies, Livingston has served on 24 boards throughout his career, including Cott Corp., Broadsoft Corp., Seitel Inc., and Catalina Marketing Corp. In August 2009 he joined LexisNexis, a pioneer in electronic research services for legal professionals and journalists, with the goal of improving the customer experience. Although New York is 3,000 miles away from Berkeley, Livingston stays in contact with the school through the strong Haas Alumni Network on the East Coast and the signature events held there by the Alumni Relations team. He is also a longtime supporter of the school as a donor to the Haas Fund.

JERRY WEINTRAUB, BS 80, MBA 88 President and Managing Partner, Weintraub Capital Management

It’s hard to imagine a time when Berkeley-Haas had no Development and Alumni Relations team, a group that now consists of 30 professional staff members. As the school’s first student alumni relations officer, Jerry Weintraub has fond memories of those days and what it was like to create an entirely new position.

It was the early 1980s, a time when the school was transitioning from receiving about half of its funding from public sources to a financial model relying upon increased support from private philanthropy. It was Weintraub’s job to get the message out to alumni and students about the importance of giving back to Haas, a message he clearly embraced given his generous, ongoing support of the school.

The position gave Weintraub the opportunity to meet many people in the school’s community, including Phil Livingston, MBA 83. Livingston was, as Weintraub recalls “big and boisterous and easy to recognize in a group—people gravitated towards him.”

When the time came for Weintraub to recruit his successor, he knew Livingston would be the perfect person for the job. Weintraub and Livingston have remained strongly connected over the years as friends, business colleagues, and fellow Haas alumni and donors. Today Weintraub is the president and managing partner of Weintraub Capital Management, a San Francisco-based investment firm he founded in 1992. Through his network Weintraub has helped Livingston uncover several opportunities to serve on corporate and non-profit boards.



UNDERGRADUATE cont.

1978 Diane (Parker) Wisdom,

of Monument, Colo., and her husband, Tom, celebrated their fourth year owning and operating Wisdom Tea House. The tea house is in a building from the 1890s, and Tom and Diane received the Jim Moore Award for its renovation. Both Tom and Diane serve as officers of the Historic Monument Merchants Association. The association sponsors several events, including the Art Hop, Concerts in the Park, and the Chili Cookoff.

1980

Kate “Kathy” Grant, of Santa Clara, Calif., spent a decade in advertising after leaving Cal, working for Leo Burnett in Chicago and Foote, Cone and Belding in San Francisco, before returning to get a Masters of Public Affairs at Princeton’s Woodrow Wilson School. She is the CEO of the Fistula Foundation, supporting treatment for women



Kathy Grant, BS 80, with patients at Gondar University Hospital in Gondar, Ethiopia.

with the child-birth injury obstetric fistula at 38 sites in 15 countries in sub-Saharan Africa and Asia. She writes, “I love my work. I draw on my marketing background every day, but now I use it to open hearts, minds, and wallets to the plight of very poor women, horribly injured simply for trying to bring a child into the world. I’m the mother of an energetic 12-year-old-son who keeps me humble every day!”

1981

Richard Leider is mentoring Anvil Builders, a construction and engineering firm based in San Francisco and started by decorated Iraq war veteran H.T. Tran.

1983

Steve Peletz, see MBA 99 notes.

1986

Michael Belkin, of Seattle, is in a band, The Refusers. Their song, “First Do No Harm,” about childhood vaccinations, recently went “viral” on YouTube.

1987 CAL HOMECOMING OCTOBER 5-7, 2012

Elizabeth Romo, of Berkeley, Calif., and her husband, Dennis Barfield, have completed their 14th year as tutors with Boost! West Oakland, which empowers youth with the skills and confidence to be positive contributors to society. They are looking forward to their first season in the new Memorial Stadium.

1990

Heidi (Hirchenhein) Jakobsen, of Kentfield, Calif., celebrated her 10-year anniversary as president and founder of Balanced Bookkeeping, an accounting and business management firm based in Marin County, which provides accounting for television, film, and music production companies. Heidi left Deloitte and Touche in 1993 to work for her first production company, the San Francisco Symphony.

1992 CAL HOMECOMING OCTOBER 5-7, 2012

Ted Andrews, of Concord, Calif., writes, “After a recent merger, I’m still a national communications manager, but am now at Ricoh USA. For fun, I’m taking an online music class at the Berklee College of Music. If there are any East Bay alumni who’d like to jam some time, feel free to contact me. I’m no Dean Lyons, but I can play a pretty mean guitar.”



Bradley Leimer, BS 92

Bradley Leimer lives in Oakland, Calif., with his wife, Marcia, and son, Oliver. With nearly 20 years of marketing and technology development in the financial sector, Bradley currently leads the online and mobile channel strategy for Mechanics Bank. Bradley writes and speaks about banking, marketing, and technology trends, and is an active contributor and banking technology proponent across several social media channels. Prior to joining Mechanics Bank, Bradley spent six years leading marketing and technology teams in the credit union industry and nine years leading analytic and database marketing initiatives for over 6,500 financial clients at the insurance division of Fortune 100 Cendant.

Arvinder Singh, of New Delhi, opened a publishing company called Sanbun Publishers in 1998. The company has published over 350 books so far and recently joined with Google Books to promote books online worldwide.

1994

Lawrence “Larry” Fox, of Richmond, Calif., writes,

“I’m living the busy life with my wife and three kids. I am forging ahead with a career in human resources, helping out in my community, and taking on the role of president at my congregation. Go Bears!”

Celia “Patty” Juarez, of Orange County, Calif., is the regional manager for Commercial Banking. She and her husband, Manny, have a 6-year-old daughter, Isabella. Celia writes, “Bella is our pride and joy. She loves school, singing, dancing, gymnastics, and acting.” Celia is involved in her community and serves on several boards, including the Orange County Hispanic Chamber of Commerce, Court Appointed Special Advocates, and the Think Together Leadership Council.

1996



Jimmy and Eleen (Hsu) Agustin, BS 96

Eleen (Hsu) Agustin, of Alameda, Calif., writes, “Our biggest news this year is that husband **Jimmy Agustin** and I are expecting our first child in September! We are very excited, and a little scared! On the work front, I’ve gone full time with social startup

Haas Alumni Notes

Delivering Happiness this year and love telling people my job title: Happiness Hustler. My retail shop, Modern Mouse, has officially been in business for 2.5 years and we were delighted to kick off the new year with a fun and surprising mention in the January issue of *Sunset* magazine! Looking forward to what the rest of 2012 brings. Go Bears!”

1998

Mary (Shen) O’Carroll, of San Mateo, Calif., is the head of operations of the legal department of Google. She and her husband have a 2-year-old daughter, Anna.

2000



Michelle Olupona, BS 00

Michelle Olupona, of New York, recently started a clothing line, which combines traditional African prints with contemporary Western shapes. All of the fabrics are sourced and produced in Nigeria.



Glenn Sampson, BS 00, reads *The Lorax* at the preschool of his daughter (right, near yellow poster), Christine.

Glenn Sampson, of Austin, Texas, is a senior finance manager with Applied Materials. He writes, “I recently took time out to read *The Lorax* at my daughter’s preschool. You are never too young to learn the social responsibility of business!”

2001

David Chang, of Hong Kong, was married April 7 in Sonoma, Calif. David and his wife celebrated their wedding at a ranch and vineyard with family, friends, and Cal alumni.

2004

Trevor Nelson, of Los Angeles, writes, “Last year, I partnered with a longtime friend, David Chasin, (I met him as a Berkeley undergrad in 2000, before he transferred to USC in 2002) in a commercial real estate investment firm—Pegasus Investments. In November we closed the largest shopping center transaction of Los Angeles County for 2011 (Culver Center—\$115

million) and have been growing the business tremendously ever since. In addition to this, my wife of 4 years, Jessica, is about to have our first child. It is a very exciting time.”

2005

Manisha Gupta, of New York, is a PhD candidate in the field of social psychology, with a concentration in peace and violence, at UMass Amherst. Manisha is interested in the intersection of research and policy, and has done volunteer work with several nonprofits that focus on improving race relations.

2006

Johan Kharabi, of New York, serves as the senior program officer of global policy programs at Asia Society. Johan works on the organization’s Track II Dialogues, manages its resident fellows programs, and provides support for a range of other projects focused on improving U.S.-Asia relations.

Tiffany Miao, of New York, recently completed a research project for the Fordham University School of Law.

2007 CAL HOMECOMING OCTOBER 5-7, 2012

Nippar Poolthananunt, of Philadelphia, just finished her first year of the MBA program at Wharton. She is interning this summer at Green Mountain Digital, a digital media startup in Vermont.

2009

Shan Kachhi, of Hollywood, Calif., is pursuing a career in music and entertainment. His music production and entertainment company, Royal Fam Productions, released its first full studio album in February 2012 and plans to release two more projects before the end of the year.

2011

Melissa Medina, of Washington, D.C., works as a congressional staffer for a California representative. Melissa is also the 2012 California Cherry Blossom Princess for this year’s Centennial Cherry Blossom Festival, which celebrates the friendship between the United States and Japan.

David Morton, of Berkeley, Calif., is the founder and director of the Men Against Violence Center. Men Against Violence is a nonprofit organization dedicated to stopping intimate partner violence. The organization works to expand the definition of partner violence to include the verbal and emotional components of abuse.

MBA

1965

Allan Bortel, of Tiburon, Calif., retired from investment business 13 years ago and now serves on the Marin County Commission on Aging. He has also

been teaching computer classes for 13 years at a retirement residence, and was the California Volunteer of the Year in 2011. Allan has two sons; one has an investment fund and the other is a defense attorney. Allan has six grandchildren.

1968 45TH REUNION APRIL 25-28, 2013

Jeffrey Thornton retired in April as the executive vice president of Farmers National Bank of Danville, Ky. Jeffrey joined the board of directors of the bank as an outside director in 1980 and became an employee of the company in 1992. He will continue to serve on the board through 2015. Prior to his employment with Farmers, he was the chief financial officer and assistant administrator of Ephraim McDowell Regional Medical Center in Danville.

1969

Dan Hake, of Scottsdale, Ariz., is a full-time engineer helping to design a line of high-frequency, small microwave coax connectors. Dan does 3-D computer-aided design to produce engineering drawings for manufacturing. He and his wife, Charlotte, will celebrate their 23rd anniversary in September.

1971

Anita (DeArmond) Vogel, of Dallas, is working as a self-employed financial consultant. She is on the board of directors

for the Grammy Award-nominated Dallas Wind.

Garrett Vogel, of Dallas, works as a financial consultant to a number of small public corporations. Garrett is also a city council appointee to the board of the Martin Luther King Community Center. This summer he was a delegate to the Texas Democratic Party Convention.

1973 40TH REUNION APRIL 25-28, 2013

Ernie Bumatay, of Rolling Hills Estates, Calif., was recently elected to the Cal Alumni Association Board of Directors for a four-year term. He is the president of Summit Group, a management consulting firm focusing on corporate development and the management and development of human capital. In 2004, Ernie was presented with the Raymond Miles award for alumni service to Haas.

Bill “Pete” Perttula, of Piedmont, Calif., is retiring from the college of business at San Francisco State University after spending 37 years in higher education. Pete has specialized in Internet marketing since 1999. He writes, “I made some contacts at two universities in Romania in fall 2011 and plan to return there in 2013 plus do some traveling. My golf game should improve significantly now that work will not interfere with hitting the little ball.”



Joseph Carlson, MBA 77

1977

Joseph Carlson, of Monument, Colo., was elected Veterans of Foreign Wars Post 7829 Post Commander in April. In January, Joseph was elected treasurer for the VFW District 5 Warriors. The VFW Warriors are VFW members who ride motorcycles. Joseph and his wife, Kathy, are planning on taking a two-month trip to Puerto Rico in the fall with their children.

Joi Grieg, of Washington, D.C., has been appointed as the chief technical adviser on the board for Visual Science Informatics. Visual Science Informatics uses information-technology visualization capability to inform, make decisions, and take action using evidence-based health information.

Lynne Levesque, of Boston, has been collaborating with **David Barry, BS 38**, to write the story of his life and legacy. The book launched June 6 in Concord, Mass. (See page 35.)

1979

Grant Ricketts, of El Cerrito, Calif., is the CEO and co-founder of Tripos Software, where he continues to leverage his background in enterprise software. Tripos focuses on enterprise sustainability management with an emphasis on people mobilization as a means to scale and achieve superior results. Prior to forming Tripos, Grant was the vice president of business development and a founding member at Saba Software. He continues to be involved in Saba Software’s in-house company rock band, Sabatage. Grant is active in the Haas entrepreneurship program at the Lester Center and in Haas



Grant Ricketts, MBA 79

Founders. He enjoys traveling with his wife, Anne Delehunt; multiple recreational sports; and bird watching.

1980

Michaela Rodeno, of Napa, Calif., writes, “Our daughter, Kate, received her MBA from Rutgers last month—sorry, but Haas would have been a 3,000-mile commute—and has just been promoted. Our son, John, completed his first year in wine marketing with Hahn Family Estate, but so far is showing little interest in eventually taking over the family winery, Villa Ragazzi. If he changes his mind, we’ll have to develop a strategy to grow the business enough to provide him a living. Three years after stepping down from my CEO job at St. Supery, I’m enjoying serving on advisory boards and trade association boards. If it weren’t for my commitment to Villa Ragazzi and the memoir I’m writing, my tennis game would probably improve. ‘Retirement’ has been a happy surprise.”

Ingrid Stange, of Norway, founded Partnership for Change in 2011. Partnership for Change aims at raising awareness of the need for collaboration between government, business, NGOs, philanthropists, and social entrepreneurs to obtain sustainable social change.

1981

Victoria Wray-Greening, of Claremont, Calif., and her husband, Jay, have three children: Leslie, Alex, and Chris. She writes, “Jay is nosing toward retirement, without any expectation of reaching it. I’ve been retired from banking ever since the twilight zone of babies. Now we have more flexible schedules and plan to do more traveling. Last year we went to Switzerland and Argentina. We may even take up golf as we’ve just purchased a vacation home at Genoa Lakes (downhill from Lake Tahoe, on the eastern flank of the Sierras). Come see us! I attended the MBA 1981 reunion last year and was thrilled to see everyone and renew old ties.”

1982

Beverly Dance, of Oakland, Calif., was recently a speaker at the HR West Conference for human resources professionals. She enjoyed participating in the MBA reunion dinner in April at the San Francisco Cookhouse.

John Mulcahy, of San Francisco, is teaching finance classes at Hult International Business School.

Haas Alumni Notes

ALUMNI AWARDS AND ACCOLADES



Gail Maderis, BS 78, CEO of BayBio

Maderis Honored by American Liver Foundation

Gail Maderis, BS 78, president and CEO of BayBio, received the Salute of Excellence Award from the American Liver Foundation in March. The award honors contributions to the cause of medical innovation.

Maderis is a leader in the Northern California life sciences community, which is served by BayBio, an independent nonprofit trade association. Before joining BayBio, Maderis was president and CEO of Five Prime Therapeutics, a protein discovery and development company, where she funded rapid growth through private equity financings and took the company's first cancer therapeutic from discovery to clinical trials. She also has held senior executive positions at Genzyme.



Connie Moore, MBA 80, CEO of BRE Properties, featured on the cover of a special issue of the San Francisco Business Times

Alumni, Faculty Recognized by San Francisco Business Times

Haas alumni and faculty landed on two lists of influential Bay Area business leaders compiled this spring by the *San Francisco Business Times*.

The newspaper's "40 Under 40" list included alumni **Andrew Asa Hindman, BCEMBA 05**, president and CEO, Tobira Therapeutics, and **Kristin Groos Richmond, MBA 06**, co-founder and CEO, Revolution Foods.

Hindman, 39, has led Tobira since April 2011. Tobira develops treatments to such infectious diseases as AIDS and hepatitis. Before Tobira, Hindman held management positions at Nodality, Onyx Pharmaceuticals, and Gilead Sciences.

Richmond, 36, co-founded Revolution Foods with classmate **Kirsten Tobey**, also **MBA 06**. Revolution

Foods delivers healthy meals and nutrition programs to schools around the nation.

Richmond also was among four Haas women recognized on the *Business Times*' list of the "2012 Most Influential Women in Bay Area Business." The special supplement also featured **Connie Moore, MBA 80**, CEO, BRE Properties; **Jennifer Cook, MBA 98**, senior VP, Genentech; and Maria Nondorf, executive director of Haas' Center for Financial Reporting and Management (CFRM).

The newspaper featured a cover photo and full-page profile of Moore in which she discusses navigating a male-dominated business world. Moore became chief operating officer of BRE, a real estate investment trust with \$3.3 billion in assets and \$347 million in annual revenue, in 2002 and then CEO in 2005.

Cook works as Genentech's senior vice president of U.S. sales and marketing for immunology and ophthalmology. Nondorf has led CFRM's charge to increase the profile of accounting at Berkeley and better prepare students for new CPA certification requirements. She also helped create the first conference for underrepresented UC Berkeley and community college students to develop skills to ensure their success in college and beyond.

MBA cont.

1983 30TH REUNION APRIL 25-28, 2013

David Becker, of Boulder, Colo., ended his first retirement to join the Emergency Family Assistance Association as the director of finance. He continues to coach girls basketball at Fairview High School.

Abraham Kohen, of New York, writes, "When my first born was 6 months old, she was in the Hearst Greek Theatre, held by her mother, who was cheering me on as I got my second Berkeley master's degree. Now the roles are reversed, as her mother and I and her younger sister recently cheered her on as she was conferred the engineering PhD in the Greek Theatre."

1985

Michael Henry, of Needham, Mass., is the vice president of business development at Athena Diagnostics, where he collaborates with "gene hunters" who discover new disease genes, launches new genetic tests, and serves on the senior leadership team that sold Athena to Fisher Scientific for \$283 million in 2006, and to Quest Diagnostics for \$740 million in 2011. Michael plays bass in the Artifacts, the Massachusetts Biotechnology Council band, which recently played at an AstraZeneca holiday party at Gillette Stadium.

1987

Lyla (May) El-Safy, of Los Angeles, is a senior underwriter for private bank clients. Lyla has three children: one in college, one who will enter college in the fall, and one in fourth grade. She enjoys volunteering, and has a book about genealogy in publication.

1988 25TH REUNION APRIL 25-28, 2013

Ralph Garcia, of San Francisco, writes, "I have become very involved in spreading international goodwill through soccer. I just returned from a soccer mission trip in which our veterans soccer club from San Mateo (San Mateo Brujos Masters Charities) competed against teams from Guadalajara, Cartago, and Victoria, British Columbia. We also played a match against a team from San Salvador that included past World Cup players like Jorge "Magico" Gonzalez. This trip was successful in helping to strengthen the bonds between all five countries."

1989

Bill Cohen, of Los Alamitos, Calif., writes, "Kathy and I are busy, like all of you, with family and business. Our kids are now 14 and 12. I spend most weekends at a soccer or baseball field but am thankful my son is getting into golf. My business, Edge Systems Corporation, continues to grow, entering our

15th year. I also recently snuck in a river trip on the Tuolumne this spring with some good friends."

David Russell, of Auckland, writes, "**Nabil Romanos, MBA 89**, visited me recently in New Zealand. We spent four great days on Waiheke, an island near Auckland. It proved relaxing for Nabil, who had been in Russia, Dubai, and Australia immediately beforehand, and was on his way to Hong Kong, then Algeria before home to Europe. I moved back to New Zealand in late 2011, but I'm keen to keep my contacts from Berkeley and the Bay Area."

1991

Frank Hundley, of Bridgewater, N.J., was recently promoted to assistant vice president and senior financial adviser at Merrill Lynch. Frank graduated in December as a fellow with the 2011 Class of Leadership New Jersey. He is finishing up the third year of a six-year term on the Rutgers University Board of Trustees.

Mayer Riff, of Berkeley, Calif., left his position as the assistant head for finance and operations at Marin County Day School in June. He is starting a new job as the chief financial officer at The Center for Early Education in West Hollywood in July.



JoAnn Dunaway, MBA 92, and husband Ray as U.S. Coast Guard Auxiliary boat crewmen.

1992

JoAnn Dunaway recently qualified as boat crewman for the U.S. Coast Guard Auxiliary. JoAnn has been an auxiliary member for two years and also serves as division staff officer for materials and flotilla staff officer for public education. She and her husband, Ray, enjoy spending time together on the water and appreciate the opportunities for public service.

Dirk Hofer, of Singapore, has started a business, Infoteam Asia, which provides sales process



Dirk Hofer, MBA 92

consulting. Infoteam Asia helps companies generate, qualify, and win new business. Dirk writes, "One year into this adventure I have to say it was a roller-coaster ride, from finding our first office to finally signing the first client! Luckily the first client has become a long-term partner that fully embraces our ideas and approaches. In between this client work, I am also looking forward to crossing the Alps on a mountain bike in July and enjoying some major sport events in Europe, such as the French Open in Paris and the London Olympics. It's not as difficult as you might imagine to get tickets, so make travel arrangements and we can meet up!"

Laurence Lawless, of Portland, Ore., writes, "My wife, Helene's, startup beauty boutique Be-smooth, www.be-smooth.net, has entered its second year and is still growing and profitable (despite my

advice!). There is nothing more satisfying than applying principles learned at Haas to a startup. It was great to see classmates at the reunion in April!"

1993 20TH REUNION APRIL 25-28, 2013

Paolo Bianciardi, of Switzerland, works for the American Management Association in Europe in the area of management education. He is also active in trading raw materials, such as plastics, packaging materials, and compounds between China, Europe, and South America. Paolo writes, "I am grateful to Berkeley because I met my wife, Monica Parcer, there. With her, I have two wonderful daughters, Valentina and Chiara."

Bill Vederman, of Oakland, Calif., writes, "I closed the last of my clinics about a year ago so I'm officially unfettered. I'm now only affected as a patient, but I have grave concerns about the future of medical practice from every perspective."

George Willman, of Palo Alto, Calif., has co-founded the Berkeley Angel Network with Professor Jerry Engel of the Lester Center and several other Berkeley-Haas alumni. (See page 3.) George also continues his technology law practice at Wilson, Sonsini, Goodrich and Rosati.

1994

Art Altman retired from the Electric Power Research Institute of Palo Alto, where he spent two decades developing algorithms to help power companies forecast energy markets and manage risk. He has moved to New York, where he will continue to work on alternative energy, smart grid, and market issues.



Art Altman, MBA 94

Koji Asada, of New York, is a deputy general manager for the Bank of Tokyo-Mitsubishi UFJ. Koji visited the Haas School in March to participate as one of the panelists at the Asia Business Conference. He was inspired by the atmosphere created by the participants.

Cameron Ragen, of Seattle, writes, "**Larry Fried, MBA 94**, and I (Team Fragen) met **Jim Maloney**, and **Tim Terell**, both **MBA 94**, (Team Terloney) in Arizona in January to compete in a variety of manly sports, including shuffleboard, golf, ping-pong, big chess, billiards, and arcade games. Team

Haas Alumni Notes

MBA cont.



Tim Terrell, Jim Maloney, Larry Fried, and Cam Ragen, all MBA 94, reunited in Arizona for a friendly sports competition.

Fragen defended their title, clinching their victory in go-karts. Team Terloney was able to recover from their devastating defeat with the hospitality provided by the well-coiffed staff at the Scottsdale W during a Saturday night pool party.”

1995

Michaela (Schmieder) Ballek, of Munich, is relocating to Berkeley, Calif., this summer after spending 15 years abroad. She is looking forward to reconnecting with her classmates and showing the campus to her children.

Eric Krauss, of Seattle, is running AT&T’s machine-to-machine business, applying wireless and IT technologies to business problems.

Rich Petersen, of San Jose, Calif., writes, “In February, my startup, FlashSoft, was acquired by SanDisk, to bring our software into the SanDisk enterprise storage solutions business. Our entire team has joined SanDisk to extend the software and increase the size and scope of our business operations.”

1996

Mark Beckford, of San Francisco, has started NetBridge Global, which helps technology companies and entrepreneurs do business in China. He writes, “It’s amazing how many fellow alumni are doing business in China or involved with China in some way.”

Jonathan Geurkink, of Seattle, has joined Lesa Sroufe and Co. as partner and director of investment research.

1997

Andy Laszlo, of Hillsborough, Calif., co-founded and is on the board of directors of Flint Mobile, which recently closed its Series A round, co-led by True Ventures and Storm Ventures. Flint Mobile provides a next-generation, mobile-payments service, which enables mobile phones to accept credit cards using a simple downloadable application and requires no additional hardware.

Paul Logue, of Pleasanton, Calif., is the vice president of global marketing at HP. He was recently elected to the board of directors for the nonprofit Bay Area Leadership Foundation, which provides mentorship and financial assistance to high school students in low-income communities. He and his family are active in 4-H and are raising three donkeys.

Ira Rubien, of Philadelphia, writes,

“Had an unbelievable 15-year reunion. I have great memories of the special time I had at Haas, and my amazing classmates.”

Rajesh Shah, of Bangalore, India, was recently in Cairo for the World Summit awards ceremony. These awards are presented by the UN and recognize digital content produced for developing countries.

1998 15TH REUNION APRIL 25-28, 2013

Dwayne Florenzie, of San Jose, Calif., works on global mobile Internet strategy and business development for Cisco.

Nancy Hazlewood, of Oakland, Calif., continues her independent consulting practice in strategic and financial planning, primarily in health care, IT, startups, and nonprofits. Nancy also works part time with the Integrated Healthcare Association on health care reform programs.

Kathy Oneto, of San Francisco, works at Anthem Worldwide, a branding and design firm, where she leads brand strategy. **Elizabeth Pearce**, of Mill Valley, Calif., has joined Matches That Matter as the chief financial officer. Matches That Matter is a dating service that introduces singles over 40. The company was launched in April in the greater Bay Area and is expected to

launch in Sacramento by the fall and Southern California before the end of the year.

Srivats Srinivasan, of Redmond, Wash., writes, “Greetings from the Pacific Northwest! Things continue to stay busy for me with Nayamode, my digital marketing agency, but I’m in the process of spinning up another venture in the cloud and mobile arena. On the home front, our kids, Mihika and Anushka, consume most of our free time while Rupal just got confirmed as a docent with the Seattle Art Museum.”

1999

Theodore Bell, of Sacramento, Calif., is managing a large book of business for Progressive Insurance. Theodore writes, “Ryan and Zach are 8 and 7 now and getting crazier by the day!”

Gleb Budman, of San Francisco, recently celebrated the five-year anniversary of his



Gleb Budman, MBA 99, on a U. C. Berkeley Hang Gliding Club trip to Valle de Bravo, Mexico.

online backup company, Backblaze. He has started learning to play guitar and recently went hang-gliding for a week in Mexico.

William “Scott” Kucirek, of Piedmont, Calif., has started an organic candy business, OCHO Candy, with a family friend who created the 365 line at Whole Foods. The candy bars are selling well, and the company is looking forward to expanding production. Scott and his wife, Mirjana, have two daughters, Natalie and Julie. Scott continues to coach Julie’s soccer team.

Kim Niquette, of Mill Valley, Calif., recently hired Chok Wee, the former director of information security at Oracle, as the director of incident response at Kivu Consulting. Kivu Consulting is a digital investigative and analysis firm, which Kim founded in 2009.

Francisco Ottino writes, “I’m living in Rio de Janeiro with my wife. We love this city.”

Steve Peletz, of San Francisco, recently founded Parc Pacific Ventures. The firm serves clients as a real estate advisory, brokerage, and a real estate investment collaborative. The firm specializes in residential and investment real estate in Northern California with a



Steve Peletz, MBA 99

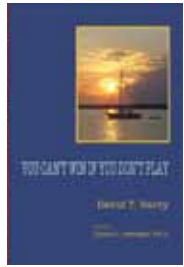
particular focus in San Francisco residential properties and investment properties around the Bay Area.

Nilmini (Gunaratne) Rubin, of Washington, D.C., started a new job at the Information Technology Industry Council. Nilmini writes, “On the personal side, I’m heartened by the response to my *Los Angeles Times* op-ed about my mom’s forced sterilization and the links between American eugenics and Nazi programs. My hope is that it catalyzes apologies from the dozens of states with compulsory sterilization programs and compensation for the victims.”

Tanya (Shaw) Steinhofner, of Mill Valley, Calif., writes, “My financial planning firm celebrated its third anniversary in May 2012. I’m very happy with my decision to go off on my own and focus on comprehensive financial planning for women and families with young children. Eric

ALUMNI BOOKSHELF

Two Alumni Collaborate on Nonagenarian’s Lessons on Life



A collaboration by two alumni from different class years—**Dave Barry, BS 38**, and **Lynne Levesque, MBA 77**—has culminated in a new book about Barry’s life titled *You Can’t Win If You Don’t Play*.

The book was co-written by Barry and Levesque, who have been friends ever since meeting 15 years ago at a kickoff luncheon for a new Haas Alumni Network Boston Chapter.

Barry, 94, had been writing off and on about his life and career for years and approached Levesque a year ago to help him complete the project. The resulting book is a combination of entrepreneurship story, business guide, life lessons, and family

history with a historical backdrop dating back to World War I.

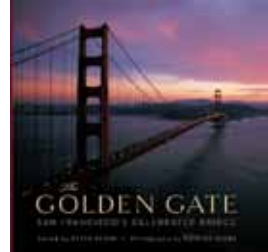
“Barry violates many of the rules of starting your own business,” Levesque says, noting he had no business plan when he founded his own consulting company after working for others for 16 years. Instead, he focused on building lifelong relationships, networking, and giving back to others.

“I feel obligated to share my stories because I believe we all have a responsibility to spread joy, happiness, and goodness as far as we can,” says Barry. “Looking back on my life, I know I’ve been lucky, but I also know it’s true that you can’t win if you don’t play. What really matters, though, is *how* you win and *how* you play.”

Levesque—whose own consulting firm focuses on creativity, leadership, and strategy—has enjoyed working with Barry so much that she plans to write another book that she hopes will feature more Haas alumni. Her working title: *Leadership Lessons from Little Known Leaders*. “Everybody knows the stories of Jack Welch and Steve Jobs,” she explains. “But there are a lot of successful leaders in small businesses who have stories that they want to pass on to the next generation.”

If you are interested in learning more about Barry’s book or participating in Levesque’s next project, email her at lynne@breakthroughcreativity.com.

Celebrating the Golden Gate Bridge



Just in time for the 75th anniversary of the Golden Gate Bridge, photographer **Morton Beebe, BS 55**, has published a dramatic coffee-table book on the iconic Bay Area crossing. *The Golden Gate: San Francisco’s Celebrated Bridge* showcases stunning images of the bridge, many taken from angles that show it in a new light. The book also features a short history of the bridge with old photos and quotes from Bay Area luminaries and visitors. Beebe is a world-renowned documentarian of the city whose photographs have been published in such magazines as *National Geographic*, *Life*, and *Smithsonian*.

Remembering a Forgotten Founding Father



John Hanson served as the first president of the Continental Congress chartered by the Articles of Confederation in 1781, yet he is often overlooked in American history books. Alumnus **Peter Michael, MBA 71**, a descendent of Hanson’s, aimed to change that with his new book, *Remembering John Hanson*. The book paints a portrait of Hanson as an American who twice helped save the nation’s 13 states as they struggled to unify. It also examines U.S. history in the 1780s, an era often overlooked by historians. Michael’s book is the first biography of the Maryland-born leader in more than 70 years.

Haas Alumni Notes

MBA cont.

continues his focus on sustainability as the product manager of the Winter Gas Savings program at PG&E. On a fun note, we finally found the courage to take the kids (3 and 5) on a big international trip. We took them to Vietnam for two weeks in April to visit some friends who are in the foreign service. Their favorite part of the trip? The water slide at the beach resort. Go figure!"

2000

Eric Cutter, of San Anselmo, Calif., continues to work as an energy consultant for energy and environmental economics. Eric works on energy storage and load-based solutions for integrating renewable and high penetration distributed generation. His current projects include working with UC San Diego and Viridity to use campus resources to support grid operations and working with EPRI and utilities to value energy storage. He writes, "Kathleen is still sticking people with needles to help them feel better. Daegan just turned 7 and Anya is almost 10. We're looking forward to our family river trip on the Green River in Utah since Anya was conceived on the Rouge River oh so many years ago."

Greg Patterson, of San Francisco, road-bikes regularly and participates occasionally in triathlons. Greg continues to volunteer for Haas. He writes, "Our three kids keep us busy and provide lots of joy. The Advisory Group is growing, and the institutional division recently launched a basic 401k program for startups to compliment the company's traditional \$10 million to \$100 million-sized 401k clients and personal wealth clients."

2001

A. Maria Dahl, of London, recently joined global pharmaceutical company AstraZeneca, where she is the executive director for business development in oncology.

Justin Gordon, of Paia, Hawaii, is working on a concept called "edu-vacation," in which tourists visit Maui to study the technology used to build website startups. (railsonmaui.com). His family also is in the vacation advisory business for the north shore of Maui with mauisurfvacation.com and sugarranchmaui.com and owns a palm tree farm where he grows organic fruits and vegetables. Justin writes, "Please let us know if you'd like to visit Maui. It's a really wonderful place that reminds me of San Francisco in that you



Justin Gordon, MBA 01, and Alison Pearson with children Kaia and Taj at their home in Maui.

never stop discovering new things to do. I'm very active posting pictures on Facebook, so please "friend" me there (justin.gordon@gmail.com)."

Jerome Rougeot is a group treasurer for Eurocopter, a leading helicopter manufacturer. Jerome writes, "Just had a wonderful two-week break in French Polynesia with my wife, Caroline, and kids Alienor (13) and Gregoire (10); we are now back to the southeast of France where we have been living for the past five years."

2002

Emilie Cortes, of Millbrae, Calif., has spent the last two years working at Alan Biller and Associates as a senior advising consultant. Emilie advises union and corporate pension plans and foundations on asset allocation and other investment topics. She has recently been speaking on investment

topics (impact investing in particular) and about leadership lessons from the mountains. Emilie writes, "I've taken the last year off to recover from a knee injury, but I'm slowly returning to climbing and other outdoor activities. I did manage to get to Australia last November, and with the help of a knee brace, trekking poles, and a supportive friend, I made it to the top of Mt. Kosciuszko—the highest peak on the continent!"



Emilie Cortes, MBA 02, at the top of Mt. Kosciuszko in Australia.

Michael Ellis, of San Francisco, recently joined GSB Capital, an Asia-focused money management firm. Michael writes, "My partner, Sang, and I continue to happily live in South Beach with Baxter the dog. Great to see everyone at the recent reunion!"

Wendy Hsu and Todd are thrilled to welcome Nicole and Jackson to their family. She writes, "The twins were born March 14 and have been keeping Mom and Dad super busy, but somehow we are surviving. We are still residing in the Northeast in Connecticut, so if you're ever in the neighborhood, the twins would love to meet you!"

Uri Man, of Miami, recently joined The Related Group as the vice president of real estate development.

Eric Meyerson, of San Francisco, has started a new job as the head of content partner communications for YouTube after running video advertiser marketing for Google since 2010. He writes, "A couple of weeks before our reunion, I had a ridiculous night out in New York with **Eric Frandson**, **Inder Grewal**, and **Aaron McNally**, all **MBA 02**. That evening, we randomly ran into our old marketing professor, Priya Raghurir, who is now at NYU, and shared many drinks with her. What a trip."

2003 10TH REUNION APRIL 25-28, 2013

Luis Ferreira, of San Francisco, writes, "Over the last three years, I had the opportunity to work for a company that was reinventing the mobile industry and the way that people interact with technology. The pace of innovation was exhilarating, and the people I worked with were some of the best in the world. We had ups and downs, but at the end we were able to sell our dreams and passions to one of Silicon Valley's icons, HP. Haas School of Business has allowed me to not only participate, but to be a vivid voice in shaping and driving new waves of thinking and innovation to our lives."

Adam Goldworm, of Los Angeles, is co-producing LORE at Warner Bros., starring Dwayne "The Rock" Johnson. Adam's company, Aperture Entertainment, continues to shepherd the careers of many of Hollywood's top writers, directors, and actors.

Julie Hickey, of Oakland, Calif., welcomed baby Ellie in December. Ellie has two siblings, Jackson (5) and Lucy (2).

Darren Reinke, of Encinitas, Calif., and his wife welcomed their second son, Kai Reinke, in April.

Sam Shakir, of Chevy Chase, Md., became an executive director of

AREVA Solar, leading an effort to develop the largest solar energy project in the Southern Hemisphere. Sam also continues to act as president and CEO of AREVA Enrichment Services. He writes, "The nice thing about this new role is that I'm spending a lot of time back in the Bay Area, which is home to AREVA Solar."

2004

Irene Corantis, of Athens, and Stavros welcomed daughter Melina on Nov. 11. Irene writes, "She got off to a rocky start, but proved to be a hell of a fighter and is now enjoying great health and non-stop cuddling. Work-wise, I'm staying focused on Coke, and love being part of the team managing this amazing brand for Central and Southern Europe. Despite the tough times Greece is going through, I'm staying optimistic and hoping that we'll be strong enough as a country to bring about the change we need."

Braden Davis, of New York, was recently named head of strategic planning for QBE North America, the 10th largest property and casualty insurance company in the United States. Braden supports the CEO and executive management team on matters relating to corporate strategy, mergers and acquisitions, and industry relations.



Braden Davis, MBA 04

Braden was previously the head of strategic initiatives for the product and portfolio management unit within QBE North America, where he supported the chief underwriting officer and the product management team on strategic and operations issues. Prior to joining QBE, Braden spent five years with McKinsey and Company working across Europe, with a particular focus on property and casualty insurance.

Andy Jagoe, of San Francisco, is working on Venturegrit, an effort to help startups improve the way they recruit and retain talent.

Okan Karliova, of Istanbul, has joined trendyol.com, an e-commerce fashion company, as the chief financial officer.

Christopher "Dan" Mucha, of Seattle, recently joined Amazon and leads Kindle content for the education and professional categories. His wife and two daughters are spending time in Puylobier, a village in France, where they will stay until finishing the school year.

Ezra Roizen, of Alameda, Calif., and his wife, Bambi, welcomed Branson Race Francisco Roizen to their family. In addition, Ezra recently launched www.weover.me, a new blog and discussion group surrounding different ways to improve society.

Chris Thompson, of Danville, Calif., is managing a financial advisory practice at Merrill Lynch. Chris and his wife, Angie, have two children, Reagan (10) and Rhett (5). He writes, "We haven't hiked Everest or cured cancer, but we are enjoying many activities, including fly fishing, t-ball, soccer, Girl Scouts, carpentry, and bocce. Recently had lunch with **Rush LaSelle**, **MBA 04**, and would like to reconnect with more classmates on a regular basis. Is there any active and ongoing periodic lunch or anything, and how do I get on the list? If not, I would be glad to participate in a Go Bears!"

Anita Yuen, of Mountain View, Calif., and Mark Martel, MBA, 2005, welcomed the birth of their second son, Paxton Evan Martel, in April.

2005

Daisuke Asaoka, of Tokyo, completed a doctoral program and obtained a PhD from the University of Tokyo in March. Daisuke also recently published a

book, *The Growth of Firms and Institutional Evolution*.

2006

Qing Li, of Mountain View, Calif., writes, "We all know how to do a SWOT analysis for a business. Some of us do it for our career advancement. With the rapid development in human genomics, soon we'll be able to apply SWOT analysis for our lives, resulting in healthier, happier, and more successful lives. We are all born with about 50,000 genes, out of which only about a dozen are 'bad genes,' which means we are all very good but not perfect. Some of the 'bad genes,' when put in the right environment, can become advantageous. Our genes, interacting with our environment, influence all aspects of our lives, including health, abilities, personalities, behaviors, and relationships. Wouldn't it be great if we could decode our genome, understand the strengths and weaknesses, and know how best to leverage the strengths, convert the weaknesses to strengths when associating us with the right environment, or otherwise minimize the threats? This is the exciting project I am working on at Blueberry Genie."

Haas Alumni Notes

MBA cont.

2007

Joshua Atlas, of Pleasanton, Calif., will be taking over as chair of the Institute of Management Accounting’s Committee on Ethics this summer.

Alejandro Canasi, of Mexico City, attended the alumni reunion in April and was happy to see many of his fellow classmates. Alejandro is excited to announce that he will be getting married this summer.

Angus Maclaurin, of Santa Barbara, Calif., and his wife, Michelle, welcomed a baby boy, Ian, in February.

Mikhail Shneyder writes, “In March I was appointed president and CEO of Nightingale College in Ogden, Utah. Nightingale is a 1-year-old startup institution of higher learning, accredited by the Accrediting Bureau of Health Education Schools and specializing in nursing education. Our first program dedicated to registered nursing has almost 50 enrolled students and just became a candidate for accreditation by the National League for Nursing Accrediting Commission. This innovative nursing education program utilizes hybrid, distance, and on-ground instructional methodologies. I am very excited to lead Nightingale toward becoming a premier institution for nursing

education and growing both domestically and abroad.”

2008 5TH REUNION APRIL 25-28, 2013

Jens Dueing, of London, started a new position as principal at the pan-European growth capital investment company Frog Capital. He and his wife, Anke, recently moved into a new house.

Clayton Schloss, of San Francisco, joined Google in October as a workplace services program manager. Clayton helps improve the performance of the food, health and fitness, and transportation services that Google provides to its employees.

2009

Ariel Rak, of Calgary, Canada, continues to work for Dow Chemical. He and his wife, Iris, welcomed a baby boy, Hillel Malachi, in May. The couple also has a daughter, Keren Neora (4).



Derek Suzuki, MBA 10, and Orlanda de Azevedo at their sunset beach wedding in Hawaii

2010

Navinjai Mittal, of Fremont, Calif., recently took the product management executive education class at Haas and is looking forward to applying the skills she gained.

John Pavolotsky, of San Mateo, Calif., writes, “I am working on technology, commercial, and corporate transactions at Greenberg Traurig LLP in San Francisco. It’s been a busy year, trying to stay ahead of the curve on developments in cloud services, information security, and social media platforms. The MBA has definitely come in handy in understanding my clients’ businesses and providing more comprehensive service.”

Derek Suzuki, of Walnut Creek, Calif., is the vice president of technology at Voleon Capital Management. Derek married Orlanda de Azevedo in a beach wedding in Hawaii in May. They enjoyed celebrating their wedding

with family and friends in Lisbon and Mafra, Portugal.

2011

Christopher Fong, of New York, will be moving into Google’s channel partnerships division after spending over five years building Google’s education industry direct-advertising sales strategy. Christopher will help auto and emerging-business channel partners devise new business models and strategies to help them grow their businesses.

Peter Dugo, of Horseheads, N.Y., started a job as real estate development manager with Arnot Realty Corporation in April.

MFE

2011

Pierino Branella, of Houston, joined Ernst and Young as a manager in February.

FRIENDS



Albert Yang., BASE 99

Albert Yang, BASE 99, married Janeen Anthony on March 17, 2012, in Rome, Ga.

IN MEMORIAM

James Moore, BA 33
John McGill, BS 34, MA 58
Janor Tuck, BA 35
Harold Fleming, BS 36
John Reilly, BS 36
Edwin Luedeking, BS 37
Moto Asakawa, BS 38
Eleanor Leo, BS 38
Franklin Caffee, BS 39
Ernest Devaurs, BS 39
William Fujita, BS 39
Peter Chong, BS 40
Marguerite Lynch, BS 40
Edward Ritelli, BS 40
Earl Wong, BS 40
Leon Becker, BS 41
Thomas Haven, BS 41
William Kling, BS 41
Jerome Edelstein, BS 42
W. Boyd Ballenger, BS 43
Robert Galindo, BS 43
Otis Rosasco, BS 43
Cedric Sheerer, BS 43
Elizabeth Blair, BA 44
Philip Brown, BS 44
Richard Davis, BA 44
Marie Ferguson, BS 44
Joan Knox, BA 44
Madeline McLaughlin, BA 44

Doris Denton, BS 45
Carlo Ambrosini, BS 46
Joan Anderson, BS 46
Robert Lloyd, BS 46
Margaret Fitzmorris, BS 47
Yoshito Shibata, BS 47
Philip Baker, MBA 48
Robert Barclay, BS 48
Thomas Callant, BS 48, MBA 49
William Furniss, BS 48
Tamio Kitano, BS 48
Juanita MacDonald, BS 48
Louis Muhly, BS 48, MCP 52

Thomas Parrish, BS 48
William Pillsbury, BS 48
Henry Stuart, BS 48
Arthur Sturgess, BS 48
Herbert Walton, BS 48
Mary Cline, BA 49
Patrick Pollock, BS 49
Robert Seymour, BS 49
Charles Aguilar, BS 50
Lois Ball, BA 50
Katsunori Handa, BS 50

Donald Lawrie, BS 50
Donald Schroeder, BS 50
Janice Scott, BS 50
Robert Willett, BS 50
Merrill Albert, BS 51, JD 55

Frank Anderson, BS 51
William Bagot, BS 51, MBA 56
Herman Denny, BS 51
William Graham, BS 51
Willard Rush, BS 51
Dean Olsen, BS 51, MBA 53
Bradley Friedlander, MBA 52

Greta Mortimer, MBA 52
Jerry Hagan, BS 53
Dorothy Hamilton, BS 53
David Herrling, BS 53
George Kataoka, BS 53
Leonard Isabelle, BS 54, MBA 64
Srikanth Mirley, BS 54, MBA 55

Stuart Levin, BS 56
Harvey Levy, BS 56
William Sisk, BS 56
John Suhr, BS 56
Millicent Evans, BS 59
James Kindorf, BS 59
Allen Stewart, BS 60
Dale Thompson, BS 60
James Garvella, BS 61
Robert Hager, MBA 62
Christopher Newman, BS 63

James Creecy, MBA 64
John Vida, BS 65
George Weathersby, BS 65, MS 66, MBA 67
Eamonn Barrett, MBA 66
William Denton, BS 66
Stewart Bossel, BA 66, MBA 70

Arthur Wang, BS 70, MBA 73
Linda Weber, BS 71, MBA 72
Regina Sing, MBA 72
Edward Taylor, BS 72
Gale Wrausmann, MBA 74

Geoffrey Gilbert, BS 76
Sanjiv Handa, BS 76
David Amesbury, BS 77
Theodore Alves, BA 70, MBA 81
Michael Morse, BS 01
Clifford Dowd, BA 96, MBA 03

OBITUARIES

Professor John Quigley, Leading Real Estate Scholar



John M. Quigley a leading scholar of housing markets, energy efficient buildings, homelessness, and racial discrimination in housing passed away in Berkeley on May 12. He was 70.

Quigley, the I. Donald Turner Distinguished Professor of Affordable Housing and Urban Pol-

icy, was a faculty member of the Haas School’s Real Estate Group, the Goldman School of Public Policy, and the UC Berkeley Department of Economics. Quigley came to Berkeley in 1979 and since 1999 served as director of the Berkeley Program on Housing and Urban Policy, which is administered by the Goldman School of Public Policy and associated with the Haas School’s Fisher Center for Real Estate and Urban Economics. He served as the Goldman School’s interim dean in 2008.

Quigley wrote 14 books and more than 150 scholarly articles, served on the editorial boards for more than two dozen journals, and served as a committee member for more than 100 PhD dissertations.

In the 1970s, Quigley showed, with John F. Kain, that racial segregation not only ghettoized black families, it also reduced their chances of developing savings through home ownership. Using statistical tools, their 1975 book *Housing Markets and Racial Discrimination* showed that blacks paid substantially more than whites for comparable housing in many cities. Quigley later showed how segregation reduced job opportunities for minority youth.

In the 1980s, Quigley began to study how government building regulations and voluntary energy standards affected energy efficiency in real estate. In recent work he showed that buildings complying with voluntary Energy Star or LEED standards receive higher rents and higher selling prices.

In the 1990s, Quigley showed how housing markets, especially those with limited low-quality and inexpensive rental housing, contributed to homelessness. In these markets, even the lowest priced housing was often too expensive for those in extreme poverty, and small reductions in supply due to higher government housing standards or demolition greatly elevated the risk of homelessness, he found.

In a highly influential and prescient 2001 article with Karl Case and Robert Shiller, Quigley anticipated the 2001-2006 economic expansion by showing that increases in housing wealth fueled consumer spending and macroeconomic growth. After the 2008 financial crisis, Quigley wrote about how better government policy and mortgage products could protect homeowners.

In addition to his teaching and research, Quigley advised more than 20 research and governmental agencies, including the World Bank, Urban Institute, and institutions in China, Germany, Hungary, Indonesia, and Sweden. With a deep love of Sweden, Quigley wrote many articles on the Swedish economy. He was elected a foreign member of the Royal Swedish Academy of Engineering Sciences in 2006 and received an honorary degree from Sweden’s Royal Institute of Technology in 2007.

Quigley is survived by his wife of 36 years, Mary Curran, and four children.

Professor Emeritus and Retail Expert Louis “Pete” Bucklin



Louis “Pete” Bucklin, a business professor at UC Berkeley for more than 30 years, passed away on June 16 at the age of 83.

Bucklin joined UC Berkeley’s School of Business Administration in 1960 as an assistant professor of marketing and became

chair of the Marketing and International Business Group in 1970. Bucklin served as director of the school’s PhD program from 1971 to 1984 and as associate dean from 1981 to 1983.

Bucklin, a pioneer in marketing distribution and channel theory, authored several books and dozens of scholarly articles. His seminal monograph, *A Theory of Distribution Channel Structure*, published in 1966, has been a mainstay of the distribution channels literature over the past 40 years.

“In many ways, he can be seen as the father of the main ideas for the current research on distribution channels and industrial marketing,” says Professor J. Miguel Villas-Boas, chair of the Haas Marketing Group.

Bucklin received the American Marketing Association’s Paul D. Converse Award in 1986 for his significant and outstanding contribution to the theory and science in marketing. In 1993, the *Journal of Marketing* awarded Bucklin its Alpha Kappa Psi Award for best management article, and in 1998, MBA students honored Bucklin with the Earl F. Cheit Award for Excellence in Teaching.

Bucklin retired from the Haas School of Business in 1993, the same year his daughter, Rhonda, graduated from the Full-time Berkeley MBA Program. After retiring, Bucklin continued teaching various marketing courses as a professor emeritus until spring 2001.

Bucklin is survived by two children and five grandchildren.

Haas Personal View

By Scott Johnson, MBA 81



Finding a Cure

In 1976, on a backpacking trip through Europe with my girlfriend, I lost the vision in my right eye and soon after experienced a peculiar numbness from the waist down. A doctor there told me I might have multiple sclerosis (MS). I'd never heard of it. I was 20 years old.

When I returned to the United States, a neurologist confirmed what the German doctor suspected. I was diagnosed with MS, a disease in which my immune system attacks the insulating substance called myelin that surrounds my nerves. Possible symptoms range widely, including paralysis, vision and hearing loss, focus and concentration problems, and incapacitating fatigue. Today, I am one of 2.5 million people living with MS. There is no cure.

Like many people diagnosed with MS, I did my best to hide and ignore it. Though attacks slowed me down, I completed my undergraduate civil engineering degree at UC Davis and my MBA from Berkeley-Haas. I married my girlfriend and launched a 25-year career in business and entrepreneurship. By MS standards, I have been more fortunate than most. But the attacks have taken their toll. I cannot use my right arm and need a brace on my right leg to walk.

With each passing year, I began to lose hope that I would benefit from the millions of dollars spent on finding a cure.

In 2001, I read an article in *Businessweek* about research that suggested myelin damage in MS could be reversed, with the possibility to restore lost function in MS patients. This was the first time I read about the possibility of restoring myelin, which would accomplish so much more than slowing the disease progression.

Upon further examination, I learned that the drug development process, an extremely large and complicated ecosystem, was lengthy and expensive—with little benefit to patients. And most surprising from a business perspective, there was no plan to guide the process toward a cure.

In 2002, I began the Myelin Repair Foundation to unravel the scientific mysteries of myelin and accelerate the scientific research system to produce new treatments. By applying business principles to medical science, we set out to recruit the best scientists with expertise in myelin biology to adopt a new

way of doing research based on collaboration, which we call the Accelerated Research Collaboration model. By creating a highly collaborative yet “managed” environment for researchers, we sought to ensure that the work remained within the scope of the overall research plan geared to achieve patient-centered results.

Our model has accelerated research significantly; scientists have produced more than 100 potential myelin repair targets and developed numerous new research tools that can be used for myelin repair and neurological research. Furthermore, we have received seven patents, and recently, our research entered clinical trials after seven years—a rapid timeframe considering the current snail's pace of drug development.

Along with our success, we also face challenges. Since we are completely dependent on philanthropic donations, the generosity of many foresighted Silicon Valley entrepreneurs, MS patients, and foundations helped sustain our work in the early days. We face the difficulty of raising money during one of the worst economic downturns in U.S. history, a job no less difficult than executing a plan to develop the first myelin repair drug for MS patients.

Achieving a successful myelin repair treatment will not be the end of our story. It will be the beginning of a process to establish a new research paradigm that speeds patient treatments for all diseases. This is a day I hope will come soon.



Scott Johnson, MBA 81, is the CEO, president, and founder of the Myelin Repair Foundation, a research foundation dedicated to developing the next generation of multiple sclerosis drugs.

To Give is to Succeed.

When you make a planned gift to Berkeley-Haas, you create a path to success for the next generation of students.

Helen Bulwik BS 71, MBA 72
Entrepreneur

As the first in her family to attend college and the daughter of Holocaust survivors, Helen credits Berkeley-Haas for making her extraordinary career possible. By naming the school as a major beneficiary in her will, Helen wants to give future students the same life-changing chance.

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