Welcome HOME!

HAAS HOMECOMING
SATURDAY, OCTOBER 6

Come back to Berkeley-Haas for a Mexican Fiesta and lectures from two of Haas’ most popular professors. Then watch the Golden Bears face off against UCLA in the newly renovated Memorial Stadium.

SPEAKERS:
- Severin Borenstein, What Will It Take to Make Renewable Energy Competitive?
- Kellie McElhaney, The Lioness Factor: How Women Create Value for Businessmen

Learn more at haas.berkeley.edu/alumni/homecoming
Buy tickets at calbears.com
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Step outside of your day-to-day and return to one of the most stimulating business environments in the world.

UPCOMING PROGRAMS

Product Management
August 13-17, 2012

High Impact Leadership
September 27-28, 2012

The Executive Coaching Institute
September 29-October 7, 2012

Engineer as Leader
October 24-26, 2012

The Executive Program in Innovation
November 12-16, 2012

Venture Capital Executive Program
December 3-7, 2012

All Berkeley-Haas alumni enjoy special pricing for open-enrollment programs.

To find the right opportunity for you, contact:
Kristina Susac, Director of Marketing and Open Programs
+1.510.642.9167 | susac@haas.berkeley.edu

executive.berkeley.edu

FEATUR ES AND DEPARTMENTS The Culture Issue

UP FRONT

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

Power of Culture
How Haas’ Defining Principles are sparking change at the school

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

Culture Club
Three alumni help foster their companies’ unique cultures.

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Students sketched teddy bears, scrawled flowcharts, 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 Autodesk far-flung teams work better together.

Teams had 30 seconds to make pitches and returned for multiple rounds. Each team of students who flapped their arms learned the importance of the models they would design in their careers would have to incorporate elements of new, very complex regulations, says lecturer Greg LaBlanc, 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 emotionally grey areas, and students must know how to navigate such issues prior to having to deal with them,” says Pesky, who now works at Morgan Stanley’s Securitized Products Group.

From climate change to specialization in oil markets, no other 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 Dishes?” by Catherine Wolfram, the institute’s co-faculty director. Bookmark or subscribe to the blog at energyhaas.wordpress.com.

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 event. 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 earn an Olympic medal 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.

Alumni

Seeding Entrepreneurs

Every year, the UC Berkeley community launches dozens of companies—many guided by angel investors. Some of those investors also have ties to the campus, yet until recently there was no organized way for these alumni angular 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, MBA 10, CEO of Internet test-prep company Magoosh. “I presented my company to over 20 pre-qualified investors and received some funding within weeks.”
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, culminated in a final round in Berkeley every April. As part of the competition leadership team, Tarek Hooshy, MBA 12, built new partnerships with business schools in Kenya, South Africa, and Turkey.

“If since I began working on this in 2010, interest in social entrepreneurship has been growing and growing,” he says. Of the Haas entries, Watts, a team that includes Karisawo Ratha, MBA 13, won the $1,000 Peoples Choice Award. Watts 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 alum, was visiting and joined his daughter. Roesch retired from Citibank/Citicorpur 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 Bentzen, MBA 12. “I’m fascinated by Wall Street history, but it pulled Berkeley MBA students in to recommend it enthusiastically, Roesch’s father, Rick Roesch, MBA 64, also an alum, was visiting and joined his daughter.

The update was overdue and for the most part a vast improvement with FEAChing Academic Research?

“Best Paper” explores forces 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, “Innovators’ Licenses, and the Flow of Scientific Knowledge,” with Professor Emertitus David Mowery and alumnus Arvid Ziedonis, PhD 05, 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.

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 Yas Bhari’s design firm, Yous project, on its new WYH (War at Heart) line of synthetic sustainable apparel. A team in the Haas/W&J 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.” Weekend student Jason Lin, MBA 12. “It was great to see the team coalesce over time and really perform.”

Vice President and student Adrienne Birk said the experience was challenging but rewarding.

“This was the second challenge where the development team really needed our feedback,” she said. “It was a great way to experience the value that students can bring to a company.”

A Winter Update

3rd Edition

College to Career,

Personal Financial

fred Selinger

(Last Light Studio)

The Edge of Maybe

Grace Hopper and

kurt W. Beyer

(MIT Press)

United States

Risks in Europe and the

and Environmental

Regulating Health, Safety

david Vogel

New Faculty

Books

David Vogel

The Politics of Precaution:

Regulating Health, Safety

and Environmental

Risks in Europe and the

United States (Princeton

University Press

)
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 94 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, Rose was awarded the 1990 games in 1985, 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.”

Managerial Innovation

Prof. David Teece on Patent Strategy

By Ronna Kelly

Google’s $1.2 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 Shriram Venkatesan, PhD ’07, of the European School of Management and Technology in Berlin. The piece won the best paper 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 alumni 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 conflicts between partner organizations with dissimilar or opposing goals.

Using case studies of such firms as Blackberry and Microsoft, the authors provide a framework to help managers maximize their chances of success in multi-invention environments. Advise 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.”

Power of Haas Ideas

INTERNATIONAL TRADE

Professor Andrew Rose

Mega Events

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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 that students also learn at Haas.

“Escape from Alcatraz” was held as part of the Berkeley MBA students’ 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 08, 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 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, captain of the Cal Women’s Basketball Team, knows a little about winning. 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 specialty. “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.”

By Bill Snyder

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

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.
# The Power of Culture

**How the Defining Principles are sparking change at Berkeley-Haas**

By Ronna Kelly

A luminary 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, alumna Paul McKnight wrote Dean Rich Lyons, “I think you hit the nail on the head. Even a 1965 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 against segregation, Haas has created a unique culture by codifying the school’s four Defining Principles. 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.

“People today need an environment where they can express the very values that they grew up with,” Fujii says. “You can codify the principles, but you can’t create the environment.”

But how do you measure that environment? “How one defines and measures culture is a difficult, yet important, task,” says Fujii. “We’ve looked to the admissions process to do that.”

In addition, Haas now asks that letters of recommendation address how applicants embody Confidence Without Attitude. And applicants 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 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 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, taking 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 to be a Student and always to remain adaptable to the ever-changing world around me and to stimulate my passions.”

Kavish 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.

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**Defining Principles at Work**

While dozens of stakeholders helped develop the De-finishing 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 experimentation and innovation that we need in people.” Paul Otellini, MBA 74, CEO, Intel

**Innovative Leader Curriculum**

In tandem with more sharply defining its culture, the school to coordinate its curriculum around a set of key capabilities that are instrumental to developing innovative leaders.

“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 and then elevate their prominence in the curriculum. “You have to be humble to really empathize and understand others’ perspectives,” says 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 stu-dents. 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 pro-grams. The Master of Financial Engineering Program, for instance, now gives students “Innovative Leadership” in action among Haas graduates working for the social media giant. “Our industry is an incredibly fast-paced, rapidly changing environment. We need to take the individuals who can take on new challenges and quickly grow into leaders. We have seen this happen with a number of Haas alumni 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.”

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**Prof. Jenny Chatman explains the importance of organizational culture**

When Rich Lyons became dean of Berkeley-Haas, he wanted to develop a strategic plan for the school. And from his previous industry experi-ence, Lyons saw firsthand the power of competing on culture. Seeing a new opportunity at Haas to sat the school apart, he launched an initiative to shapefully define the school’s core values, which would go on to be woven into the four Berkeley-Haas Defining Principles:

1. **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.**

2. **You have to be humble to really empathize and understand others’ perspectives.**

3. **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.”

Chattman’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 Ice Cream as alumni Rick Cronk, BS 65, and Gary Rogers, BS 83 (Engineering), guided the company through its toughest period ever in the late 1990s.

All that work has paid off for Haas, too, says Chatman. “The process allowed us to clearly define what makes us so distinctive.”

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**Beyond Yourself**

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

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**Why culture?**

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**“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.”**

Paul Otellini, MBA 74, CEO, Intel

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**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 Manager

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**Summer 2012**
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

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 (PPFS) 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 category; 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.

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

But PPFS, the flagship course of the school’s Innovative Leader curriculum, is doing more than helping Haas win competitions. Students also are quickly putting their PPFS 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 PPFS 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 PPFS 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, a senior lecturer in design thinking, which she has been teaching Haas students in her Managing New Product Development course since 1993. In 2010, she won a Vice Provost of Management award for a symposium on integrative design thinking in business school curriculums.

However, in developing PPFS, 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; story telling; and creating/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 PPFS just before their required experiential learning class so that they can immediately apply their new skills.

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ILLUSTRATION BY CHRISTOPH HITZ

What’s your learning style?

Students learn about four learning styles in the Problem Finding Problem Solving course.

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CONVERGING: Good at solving problems and making sense of ideas for ideas’ sake. Ideal for helping steer a team through conflict and discern the best path. Ideal for the Immerse Stage.

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

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

INTEGRATIVE LEADER curriculum is doing more than helping Haas win competitions. Students also are quickly putting their PPFS 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 PPFS 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 PPFS 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, a senior lecturer in design thinking, which she has been teaching Haas students in her Managing New Product Development course since 1993. In 2010, she won a Vice Provost of Management award for a symposium on integrative design thinking in business school curriculums.

However, in developing PPFS, 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.

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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 options 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. “We had to understand what characteristics lead to great people. We narrowed it down to a list of characteristics like having a clear vision 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 employee 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 helped form 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.

“There has been 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 a higher shelf 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 fat. Desserts are tucked in the back of the cafeteria; the salad bar is in the front, so greens are in 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 Tarrafoli, 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 Peets,” says Tarrafoli, 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 speak in one voice, Tarrafoli says.

Cheers cards

Natalie 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,” Tarrafoli says. If a barista makes espressos to perfection during the morning rush, a manager might send a cheer to “the coffee people” to thank them. The card recipients are tracked on the company’s internal website, and small gifts are raffled off every quarter to reward the most active participants.

Barista Competition

Another way Peet’s cultivates mastery and a connection to the company is through a national barista competition. Picture this: a young guy 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 expressos 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 Tarrafoli. The winner, whitteam 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 coffee 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, Tarrafoli and her leadership team sent 11 employees to Guatemala’s Antigua Valley, meeting the owners of a family-owned farm that has grown coffee beans for Peet’s 30 years. The trip to the farm, tucked 5,000 feet up where it’s harder to find, was “the first thing hungry lunchers might grab.”

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

Baristas and salaried and management leaders return “so inspired about what they learned and saw, and they share that knowledge, love, and passion with their stores and their direct reports,” Tarrafoli adds. “They become ambassadors and take on that culture.”

Fostering Synergy among Ventures

At Kapor Enterprises (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 senior managing director and culture officer, who just graduated from Haas this May.

“We know from our technological side of the house that you can’t innovate without making mistakes”

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.”

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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 women, and I wouldn’t have been sent if anyone had bargained they would have preferred a career diplomat.”

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 publisher emeritus, had covered Hungary. “It is my job, every day, to advance the democratic values of the United States in every way I can,” she said. “If we lose sight of our values because of our interests and values, it is my job, every day, to advance the democratic values of the United States.”

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 paper 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.”

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

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 valedictorian of his school, he lacked basic opportunities he had taken for granted. “The children were super, super stellar students, yet they lacked the basic opportunities to share their smarts with the world, to explore anything outside of their city,” says Shyy. “I want one day to be able to open doors for these students, so we can help advance our world together.”

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.

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as vice president in the financial modeling group at BlackRock, which acquired Barclays in 2009, Marquez works on the trading desk 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

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’s in financial engineering with helping her adapt to a challenging market. “I was so well trained 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.”

Cool Quant in Crisis

Carolina Marquez, MFE ’04
VP, BlackRock San Francisco

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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, Convience Asset Management, Sumitomo Finance International, and Salomon Brothers. He serves as a director for Investment Technology Group, a strategic advisory board member at Var Açrol, 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 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.
**In the Back**

**Events**

**All-Alumni Conference**

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](http://insights.haasalumni.org).

**South Bay Chapter Event**

Several alumni, including John Acosta, MBA 87, spoke on digital entertainment.

**NYC Future of Finance**

Lisha Bell, BCEMBA 13, and Dean Rich Lyons

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

**Menlo Circus Club Event**

Robert Long, BCEMBA 12, and Brian Bilt, MBA 96.

Jennifer Lee, Bethesda Bank, and Jared Sivak, MBA 72.

**Latin America Business Conference**

Bill Reichert of Garage Technology Ventures.

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

**Women in Leadership Dinner**

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

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

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

**NYC Welcome Party**

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

**Barcelona Symposium**

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

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

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

Acumen Fund Chairman Emeritus Moyo Awolowo, BS 69, at undergraduate commencement.

Mark French, MBA 98.

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

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

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

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

Jen Lyons, MBA 96, and Mary Catherine Birgeneau.

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

Haas Alumni tour the winery.

Mark Rosenfeld, BS 82.

Check out photos from recent Haas alumni events at flickr.com/haasalumni.
I'll be joining a startup within Google. It's a division
Haas Alumni Notes
In the Back
opportunity to work at Google through my entrepre-
neurship class, where one of my guest lecturers
was a Haas alum who founded a company that
happened to eventually become Google Earth.
2012 about their jobs after graduation and their biggest
them on video at
Archit Bhargava, Google, San Francisco
I'll be joining a startup in the social sector.
Sue Young, Facebook, Menlo Park
I'm going to be touring with Neil Diamond for three
months in a tour liaison role with Live Nation,
concert promoter for my summer internship.
Moritz Pischkun, McKinsey, New Jersey
I've been studying management consulting at Haas,
and become a management consultant. For
my experiential learning I did Social Sector
Courses—aiming at an understanding of social
issues and experiences at Haas was organizing play,
Berkeley's digital media and largest student-run
platform based in San Francisco. I'm excited
about their jobs after graduation and their biggest
them on video at
Ron Milligan, of Westminister, Calif.,
continues to teach journalism at CSU Long Beach.
1959
Sprague Edwards, of Twin Harts, 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 the wonderful wife of camarade
both inside and outside the program really
helped open doors for me in my career search.
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
two hours away on the
coast.”
1951
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
at 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 in claims
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coast.”
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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 con- tends getting out 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 Chekethov, 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 opportu- nities in other ways,” says Livingston. “From the very begin- ning, when he recommended me to succeed him in the alumni relations office, he’s always been a strong networker and a great personal advocate.”

In addition to serving as an executive for several small and medium-sized companies, Livingston also served on 24 boards throughout his career, including Cott Corp., Broadcast Corp., Setai Inc., and Catalina Marketing Corp. In August 2009 he joined LexisNexis, the leader in electronic research services for legal profes- sionals and journalists, with the goal of improving the customer experience. Although New York is 3,000 miles away from Berkely, 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 supporter of the school as a donor to the Haas Fund.

Haas Alumni Network on the East Coast and the signature events throughout his career, including Cott Corp., Broadsoft Corp., Seitel & Foote, Cone and Beatty, president and founder of the Fistula Foundation, treatment support for women 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 a mentor of Avril Builders, a construction and engineering firm based in San Francisco and started by decorated war veteran H.T. Tran.

1983

Steve Peletz, see MBA 89 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

Elizabeth Rone, of Berkeley, Calif., and her husband, Dennis Barfield, have compiled 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.

1999

Ted Andrews, of Concord, Calif., writes, “After a recent merger, I’m still a national communications manager, but 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 join some time, feel free to contact me. I’m no Dean Lyons, but I can play a pretty mean guitar.”

1990

Elizabeth Rone, of Berkeley, Calif., and her husband, Dennis Barfield, have compiled 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.

1999

Ravinder 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” Jauze, of Orange County, Calif., is the regional manager for Commercial Banking, and 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

Eileen (Hsu) Agustin, BS ’96

Eileen (Hsu) Agustin, of Alameda, Calif., writes, “Our biggest news this year is that husband Jimmy Agustin and I are expecting our first son in September! We are very excited, and a little scared! On the work front, I’ve gone full time with social startup
Delivering Happiness is the story of a life spent helping people find joy in the work they do. It’s the story of a successful entrepreneur, a happy home life, and a profound philosophy that has had a transformative impact on organizations around the world. It’s about making the most of life’s opportunities, and it’s a memoir that is not only about business but about life itself.

Delivery of Happiness follows the story of Tony Hsieh, the former CEO of Zappos.com, as he shares his experiences and lessons learned in creating a culture of happiness and innovation. Through his personal journey and the stories of others who have implemented the principles of Delivering Happiness, Hsieh offers insights into how to turn every workplace into a place where people love to come to work and do their best work.

With its focus on the importance of happiness in the workplace, Delivering Happiness has become a bestseller and a source of inspiration for businesses and individuals alike. It’s a book that encourages readers to think differently about work and life, and to strive for a balance that allows them to find joy and fulfillment in their daily activities.

In summary, Delivering Happiness is a powerful and inspiring book that reminds us of the importance of happiness and positivity in our lives. It’s a must-read for anyone who wants to create a more joyful and successful workplace.
MBA cont.

1983 30th Reunion April 25-26, 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 Kohan, 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 Theater."

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 Fishers Scientific for $236 million in 2008, and to Quidi Diagnostics for $740 million in 2011. Michael plays bass in the Artsacks, the Massachusetts Biotechnology Council band, which recently played at an AstraZeneca holiday party at Gillette Stadium.

1987

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

1989

Brent Armstrong, MBA ’89, of Colorado Springs, Colo., is the vice president of finance and operations at Marquis Home Care Services, a home health care company in San Antonio. Brent has a passion for soccer and is on the executive committee for the San Antonio Spurs Foundation. He is also a member of the San Antonio Business Roundtable. Brent and his wife, Rebecca, have four children: two in college, and two in elementary school.

1991

Frank Lindsey, of Bridgeville, N.J., was recently appointed to the position of senior vice president and chief financial officer at Medifast, a publicly traded company that operates fitness clubs in the United States and Canada. Frank graduated from Harvard Business School in December as a fellow of the 2011 Class of Leaders. He is finishing up the third year of a six-year term on the Rutgers University Board of Governors.

1992

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

Dirk Hofer, of Singapore, has started a business, Infotrack Asia, which provides sale services consulting. Infotrack 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 client 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!"

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.

San Mateo, RS 78, CEO of BayBio

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 First 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.

Haas Alumni Notes

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 Ragan, of Seattle, writes, "Larry Fried, MBA ’94, and Team Fr ago won the Seattle Open in January to compete in a variety of many sports, including squash, frisbee, golf, ping pong, big chess, billiards, and arcade games. Team

1991

Paco Bluntani, 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. Paco writes, “I am grateful to Berkeley because I met my wife, Monica Pancera, there. With her, I have two wonderful daughters, Valentia and Chiara.”

Bill Vederman, of Oakland, Calif., writes, “I closed the last of my clinicals 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 UC Berkeley and several other Berkeley–Haas alumni. (See page 3.) George also continues his technology law practice at Wilson, Sonsini, Goodrich and Rosati.

Lauren Lawrence, of Portland, Ore., writes, "My wife, Helen, owns a startup beauty boutique Be-smooth, www. be-smooth.net, has started 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!"
In the Back

Haas Alumni Notes

MBA cont.

Andy Lazaili, 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-payment service, which enables mobile phones to accept credit cards using a simple downloadable application and requires no additional hardware.

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

Nancy Hazelwood, 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 Oren, of Pleasanton, Calif., is the vice president of global marketing at HP. HP was recently elected to the board of directors for the nonprofit Bay Area Leadership Foundation, which provides leadership 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.

Ken Rubien, of Philadelphia, writes, “Had an unbelievable 10-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.

Rich Peterson, of San Jose, Calif., writes, “In February, my startup, Flashloff, 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.”

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

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 they’re racing crazier by the day!”

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

Gil Budman, MBA ’39, some U.C. Berkeley Haas graduating class trip to Valle de Bravo, Mexico.

Steve Pelletz, MBA ’99, particular focus in San Francisco residential properties and investment properties around the Bay Area.

Nilmini (Grunarte) Rubin, of Washington, D.C., started a new role 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) Steinhofer, 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

Steve Pelletz, MBA ‘99. Photo courtesy of the Pelletz family.

Celebrating the Golden Gate Bridge

Just in time for the 75th anniversary of The Golden Gate Bridge, photographer Morton Bebe, 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 an illustrated history of the bridge with old photos and quotes from Bay Area luminaries and visitors. Bebe 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 Founder

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 descendant 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.

In the Back
Greg Patterson, of San Francisco, road-bikes regularly and participates occasionally in triathlons. Greg continues to volunteer for Haas Alumni. His three kids keep us busy and provide lots of joy. The Advisory Group is growing, and the institutional division recently launched a basic 40% program for startups to compliment the large majority of $10 million to $100 million-sized 401k plans and personal wealth clients.

2001
A. Maria Dahl, of London, recently joined global pharmaceutical company AstraZeneca, where she is the head of business development for oncology.

Justin Gordon, of Paia, is working on a commercial real estate development/vacation.

Eugene Mayerson, of San Francisco, has started a new job as the head of content partner communications for YouTube after running video advertising for 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, Irene Corantis and Stavros Athens, and Stavros Irene was at the top of Mt. Kosciuszko in New Zealand. We had the opportunity to discuss the challenges we faced and the opportunities we found in this amazing brand for Central and Southern Europe. Despite the tough times Greece went 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 the head of strategic planning for BGE North America, the 10th largest property/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.

Ezra Roizen, of Alameda, Calif., and his wife, Bambi, welcomed Brandon Roizen (MBA 09) to their family. In addition, Ezra recently launched a new content business, me, a new blog and discussion group surrounding different ways to improve society.

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 lone brace, trekking poles, and a supportive friend, I made it to the top of Mt. Kosciuszko— the highest peak on the continent!”

2003
ARIO (Risk Assessment, Insurance and Risk Operations) at Worthington, where he supported the change we need. “A couple of weeks before our reunion, I had a ridiculous night out in New York with Eric Frandson, Irene Corantis and Stavros Athens, and Stavros Irene was at 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-based money management firm. Michael writes, “My partner and fiancé, I continue to happily live in San South Beach with Blake the dog. Great to see everyone at the recent reunion!”

Wendy Hsu and Todd are thrilled to welcome Nickolas and Jackd EQUIVA Solar. Braden was previously the head of strategic initiatives for the product and portfolio management unit within GSB North America, where he supported the chief underwriting officer and the product management team on strategic and operations issues. Prior to joining GBED, Braden spent five years at Wells Fargo, a leading financial institution, where he supported the CEO and executive management team on matters relating to corporate strategy, mergers and acquisitions, and industry relations.

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Chris Thompson, of Danville, Calif., is managing a financial advising practice with Merrill Lynch. Chris and his wife, Angie, have two children, Reegan (10) and Rhett (8). He writes, “We haven’t hiked Everest or cured cancer, but we are enjoying many activities, including fly fishing, Yoga, soccer, family, and Glee, Scouts, carpentry, and boxers. Recently had lunch with Paul Stukel, 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 include 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 threat. On this exciting project I am working on at Blueberry Genics.”

2004
Irene Corantis, of Athens, and Stavros welcomed daughter Melina on Nov. 1. 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 Tikta, and love being part of the team managing this amazing brand for Central and Southern Europe. Despite the tough times Greece goes through, I’m staying optimistic and hoping that we’ll be strong enough as a country to bring about the change we need.”

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2005
Justin Gordon, MBA 07, and Allison Pearson with children Kaia and Top at their home in Maui.
MBA cont.

2007

Joshua Atlas, of Psa,antos, Calif., will be taking over as chair of the Institute of Managerial Ethics' annual Accounting's Committee on Ethics this summer. Mikea Calauro, of Mexico City, attended the alumni reunion in April and was happy to see many of his fellow classmates. Mikea is excited to announce that he will be getting married this summer.

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

Michail Shydev writes: “In March I was appointed president and CEO of Nightingale College in Pleasanton, Calif, a 1-year-old startup dedicated to registered nursing education. I am very excited to look ahead toward becoming a premier institution for nursing education and growing both domestically and abroad.”

2008

5th REUNION APRIL 25-26, 2008

Jenn Dusing, of London, started a new position as principal at the pan- European growth capital investment company Fing 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 company’s 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, William, in May. The couple also has a daughter, Keren Neora (4).

Derek Suzuki, of Walnut Creek, Calif., is the vice president of technology at Volvo Capital Management. Derek married Orianda de Azevedo in a beach wedding in Hawaii in May. They then went for more celebrat their wedding with family and friends in Lisbon and Mafra, Portugal.

2010

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

2011

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

FRIENDS


IN MEMORIAM

James Moore, BA’33, John McElroy, BA’34, MA’58

Janet Tuck, BA’35

Melvyn Filling, BS’36

John Reilly, BS’36

Edward Rees, BS’37

Moto Asakawa, BS’38

Eleanor Leo, BS’38

Frank Carens, BS’39

Ernest Devaurs, BS’39

William Fujita, BS’39

Peter Chong, BS’40

Marguerite Lynch, BS’40

Edward Rhito, BS’40

Earl Wong, BS’40

Leon Becker, BS’41

Thomas Haven, BS’41

William King, BS’41

Jerome Edelstein, BS’42

W. Boyd Ballanger, BS’43

Robert Galindo, BS’43

Otis Rosasco, BS’43

Cedric Shearer, BS’43

Elizabeth Blair, BA’44

Robert Greer, BA’44

Richard Davis, BA’44

Marie Ferguson, BS’44

Joan Knox, BA’44

Madeline McLaughlin, BA’44

Dorothy Steans, BS’44

Carlo Ambrosio, BS’44

Joan Anderson, BS’44

Robert Madigan, BS’45

Margaret Fitzmorris, BS’47

Yoshito Shibata, BS’47

Philip Baker, BBA’47

Barry Barzick, BS’48

Thomas Callant, BS’48, MBA’51

William Furniss, BS’48

Tamio Kitano, BS’48

Juanita MacDonald, BS’48

Louis Muhl, BA’48, MA’50

Thomas Parrish, BS’48

William Pillsbury, BS’48

Henry Stuart, BS’48

Arthur Sturgess, BS’48

Ruth Whalen, BS’48

Mary Cline, BA’49

Patrick Petosky, BS’49

Robert Seymour, BS’49

Charles Aguilar, BS’50

Lori Ball, BA’50

Katsurin Handa, BS’50

Donald Lowry, BS’50

Donald Schroeder, BS’50

Janice Scott, BS’50

Robert Williert, BS’50

Merrell Albert, BS’51

Frank Anderson, BS’51

William Bagot, BS’51, MBA’62

Herman Danny, BS’51

William Graham, BS’51

William Ruth, BS’51

Dean Olsen, BS’51, MBA’52

Bradely Friedlander, MBA’52

George Kaurer, MBA’52

Jerry Hagan, BS’53

Dorothy Hamilton, BS’53

David Herrein, BS’53

George Katsokia, BS’54

Leonard Isabelli, BS’54, MBA’54

Srikanth Miriyi, MBA’54, MBA’56

Stuart Levin, BS’56

Harvey Levy, BS’56

William Sisk, BS’56

John Suhr, BS’56

Millionaire, BS’59

James Kindorf, BS’59

Allan Stewart, BS’56

Dale Thompson, BS’56

John Garveila, BS’60

Robert Hager, MBA’61

Christopher Newman, BS’63

James Lavery, MBA’64

John Vido, BS’65

George Weatherbly, MBA’67

Fred Smith, MBA’67

Eamonn Barrett, MBA’66

David Dorsey, BS’66

Stewart Brossel, BA’66

Brian 70, MBA’66

Mueller, BS’67, MBA’66

Linda Mejia, BS’71, MBA’71

Regina Sing, MBA’72

Edward Weiss, MBA’72

Gale Wrausmann, MBA’74

George Gilbert, BS’76

Sanjiv Handa, BS’76

David Ashkenas, BS’77

Theodore Alves, BA’70, MBA’71

Michael Vora, BS’76, MBA’78

Clifford Dowd, BA’96, MBA’96

OBITUARIES

Professor John Quigley, Leading Real Estate Scholar

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

Quigley led the I. Donald Turner Distincted Program of Affordable Housing and Urban Policy, 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 1979 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 30 housing 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 1970 book Housing Markets and Racial Discrimination showed that blacks paid on average 1.5 to 2 percent more than comparable houses 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 expensive 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 contributed greatly to 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 worked on the Swedish economy. He was elected a foreign member of the Royal Swedish Academy of Engineering Sciences in 2008 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 18 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 Institutional Relations Group in 1970. Bucklin served as director of the school’s PhD program from 1971 to 1984 and as associate dean from 1981 to 1986.

Bucklin, a pioneer in marketing distribution and channel research, authored and co-authored more than 30 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. Coudert Award in 1966 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 1996, MBA students honored Bucklin with the E. L. Chet Award for Excellence in Teaching.

Bucklin retired from the Haas School of Business in 1995, 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.

In the Back:

Haas Alumni Notes

Albert Yang, BASE 99

Photograph by Joan Johnston
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.

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.