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

# BerkeleyHaas

Winter 2013

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Tips from top VCs and entrepreneurs on navigating startup challenges

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Alum Kenneth Taylor plays a major role in the Iran hostage crisis and Oscar-winner Argo



Goodbye Business Plan,  
Hello Lean LaunchPad  
**Rewriting the Rules  
of Entrepreneurship**



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# BerkeleyHaas

Winter 2013

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University of California  
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# Haas List

1

Faculty

Top Finance Scholar

Prof. Ulrike Malmendier



Berkeley-Haas Finance Professor Ulrike Malmendier was awarded the 2013 Fischer Black Prize from the American Finance Association in January. The prize honors the top finance scholar under the age of 40 and is modeled after the Fields Medal in mathematics and the Clark Medal in economics. The award cited Malmendier’s work in corporate finance, behavioral economics and finance, contract theory, and the history of the firm, noting the originality and creativity of her research. Malmendier holds a joint appointment at Haas and Berkeley’s Economics Department. She has long been interested in why and how individuals make decisions—specifically mistakes and systematically biased decisions.

3

Financial Engineering

Morgan Stanley Prize Winner

Alfred Yuan, MFE 13, won the \$5,000 Morgan Stanley Prize for Excellence in Financial Markets for a paper focused on designing and implementing an algorithm to accelerate the computations of complex financial systems. Yuan competed against more than 100 financial engineering and PhD students around the country. The prize also includes a summer internship with Morgan Stanley and interview for a full-time position. Yuan’s paper outlines an algorithm to more quickly complete complex financial calculations that have been enabled by improvements in computing. Before coming to Haas, Yuan earned a bachelor’s degree in statistics and actuarial science from Renmin University of China.

2

Faculty

Trio Garner Honors

Professors David Teece, Nicolae Gârleanu, and Adair Morse have been honored for their research and scholarly service. Teece received the Royal Honour of Companion of the New Zealand Order of Merit for his services to New Zealand/United States relations. Gârleanu has won two awards: the *Journal of Finance* Smith Breeden Prize for a co-authored paper titled “Technological Growth and Asset Pricing” and the *Review for Financial Studies* Barclays Global Investors Michael Brennan Award for his paper “Margin-Based Asset Pricing and Deviations from the Law of One Price.” Morse, a visiting professor, won the *Journal of Finance*’s Brattle Prize for a paper on payday loans titled “Information Disclosure, Cognitive Biases, and Payday Borrowing.”



4

Executive Education

Inspiring Poland’s Top Innovators

Forty Polish scientists, scholars, and business innovators learned from the Haas School’s top professors and visited Silicon Valley’s most innovative companies as part of a program developed by the UC Berkeley Center for Executive Education. The nine-week, customized program was funded by the Polish government and European Union. “Poland is full of bright people, but they don’t know how to commercialize their discoveries,” Lukasz Kutrzeba, a technology broker at the Jagiellonian Center of Innovation in Krakow, said during his Berkeley visit. “At Haas, we are learning to take our scientific knowledge to market. It’s a contagious process, and we are excited to take our experience here back to our homeland.”

5

Rankings

Rising in The FT

The full-time Berkeley MBA Program climbed to #12 this year from #14 a year ago in the *Financial Times* global MBA ranking. Among U.S. schools, Haas held its #7 spot from last year. The program ranked #3 again worldwide in faculty research and #6 worldwide in quality of PhD graduate placements.



6

Finance

Launching Investment Management Careers

This year Haas selected five first-year full-time MBA students to inaugurate a new Investment Management Fellowship Program: Felipe Gonzalez, Andrew Krowne, Nick Shea, Bryan Wong, and Eric Yanagi, all MBA 14. The fellows receive a one-time \$5,000 scholarship, preference in finance electives, and matching with a mentor in the field. The program is modeled after the school’s successful, seven-year-old Investment Banking Fellowship Program.



Students Reaching for the Stars

7

Soyeon Yi, MBA 14

Viewing Earth from the International Space Station, Soyeon Yi, MBA 14, had an epiphany. “You realize Korea is such a small part of the world,” she says. She understood then how lucky she was to have been born in South Korea. And that’s part of the reason she came to Haas: to find the best, most innovative way to help others on Earth. South Korea’s first astronaut, Yi launched into the sky on April 8, 2008, and spent 10 days at the space station. After a whirlwind few years of speaking engagements, Yi, 34, decided to add an MBA to her PhD in biotech systems. She chose Haas because of its proximity to Silicon Valley and distance from Korea, where she’s a celebrity with little privacy. “California is an easy place to be an Asian woman engineer,” she says. “It feels like home.”



Students

8

Shopping Science

One morning last fall, 17 MBA students traded statistics for...shopping. Their tours of local Target and Safeway stores were part of a retail trek led by Haas career adviser Wendy Pratt. Pratt, who has more than 12 years of experience building brands and launching new consumer packaged goods (CPG), guided students through the aisles while sharing her knowledge on how products get developed, packaged, discounted, and placed on store shelves. “The best way to learn the basics of marketing and discuss consumer behavior trends is to see how CPG companies handle the marketing mix on the ‘front line’ as consumers see it,” she says. Perfect test subjects, the students also found themselves unable to resist the lure of well-presented merchandise. Eliza Rosenbaum, MBA 14, left with a Cal hoodie. “There was just no time to shop in Fall A, and I really needed something for Big Game,” she explains.

9

Alumni

Banking on Haas@Work



When Amir Zelazny, MBA 09, applied to the Haas@Work Program for spring 2009, he was a student uncertain of his future in the thick of the recession. Little did he know that he would go on to work for his Haas@Work client, building the kernel of an idea from the program into a major new strategy for Wells Fargo Bank. Zelazny was on a student team asked to advise Wells Fargo on helping customers better save for their sunset years. After the project ended, Wells hired Zelazny as a contractor and then employee to shepherd a new proprietary retirement tool through a complex design process. The “My Retirement Plan” tool launched in December. Once an extracurricular program, Haas@Work is now a course that satisfies MBA students’ experiential learning requirement. Each semester, student teams advise companies on innovation challenges. “Our Haas@Work team brought fresh ideas to Wells Fargo,” says Zelazny. “The project feels like the fruition of all the principles I learned at Haas, such as Questioning the Status Quo and going Beyond Yourself.”



# Haas News

Follow Dean Rich Lyons on Twitter @richlyons.

## Student Startup Timeline

**Amit Paka, MBA 12**, does not waste time. As a part-time MBA student, he hatched a business idea, relocated, launched his app, and sold it to eBay's StubHub division—all in 11 short months. His venture, Flockish, enables mobile conversation among users at the same event, like a concert or baseball game.



Amit Paka, MBA 12

**Aug '09**  
Start Haas Saturday classes while working at Microsoft in Seattle



**Spring '11**  
One networking meeting/week



**May '11**  
Identify Concept: Mobile conversation



**July '11 - Jan '12**  
Product Development & Iteration



**Jan - Feb '12**  
App Store Launch

**March '12**  
StubHub Sale  
New job at StubHub



**May '12**  
Graduate from Haas



Lindsay Miller, PhD 12, and Chris Tan, MBA 13, teamed up as part of Cleantech to Market.

### Cleantech

## From Lab to Launch

Mechanical engineer Lindsay Miller, PhD 12, knew there was a market for her doctoral thesis project—a device the size of a stick of gum that harvests energy from machinery vibrations to run wireless sensors.

The potential is huge because the sensors are expected to gain widespread adoption for such uses as measuring the temperature in data centers. Miller's prototype featured several key innovations, but how long would it take for the market to develop? Who were the potential customers? What price points would she have to hit? Those were questions the busy post-doc had neither the time—nor the expertise—to answer.

Enter Cleantech to Market (C2M). Started in 2008, C2M is now a course that pairs UC Berkeley and Lawrence Berkeley National Laboratory scientists with three MBA students and two Cal graduate students from engineering, science, law, or policy, who produce a detailed report on market potential. The class satisfies the MBA experiential learning requirement and attracts several dozen scientist applications for 8 to 12 slots.

"C2M is the reason a lot of my energy peers are here," says Chris Tan, MBA 13, who worked with Miller on her energy harvester. "It's the capstone class for us."

### FEEDBACK From Our Readers

I was very interested to read "The I in CIO" in the fall issue and fully agree that never has the role been so focused on innovation and so integral to the company's objectives and strategy. As the first U.S. airline to provide pilots with iPads and flight attendants with mobile technology, we recognize innovation is key to success.

**Maya Leibman, MBA 94**  
CIO, American Airlines

Send feedback to [letters@haas.berkeley.edu](mailto:letters@haas.berkeley.edu).

## A Startup for Startups

### Undergrads advise new firms



When a group of Haas undergrads wanted more hands-on experience in the startup world, they did what any enterprising entrepreneur would do: created their own startup to provide consulting services to new and growth-phase companies.

Venture Strategy Solutions (VSS) was founded

last spring by Jamie Core, Francisco Grisolia, and Andrew Lim, all BS 12; and Paulina Ramos and Carolyn Kao, both BS 14.

One of the club's first clients was Zaarly, a marketplace for services such as decorating, whose funders include Ashton Kutcher and Kleiner Perkins Caufield and Byers. Asked to advise Zaarly on gaining share in the college market, a VSS team concluded that students' limited income made them less-than-ideal customers. Indeed, Zaarly eventually exited the college market to focus on time-strapped consumers.

"The VSS team did a lot of user testing and provided great insight into how students feel about peer-to-peer marketplaces," says Angela Meyer of Zaarly. "It was an amazing experience. I love hearing students' fresh ideas and voices."

## Haas Connects at Google

### The benefits of alumni relationships



"We were just catching up over some beers," says Newton Cheng, MBA 08, about his former Haas classmate Clayton Schloss, also MBA 08. "I didn't know he was looking for a job. He didn't know about the position at Google, where I work."

It's the scenario job hunters dream about. But as more companies place increasing emphasis on employee referrals, it's a dream that's coming true for many Haas alumni.

"Haas did a good job with our class of building community and emphasizing the importance of our relationships," says Cheng, fitness programs manager at Google. "I had developed a strong personal relationship with Clayton after meeting through Haas. That's how I knew he would be a good fit and a high performer for Google." Google agreed: Schloss is now the tech giant's workplace services program manager.

To rekindle relationships and leverage the strength of the Haas Alumni Network, alumni can first reconnect on-line through the growing 13,500+ member Haas alumni group in LinkedIn and the new @cal Alumni Directory.

For more assistance, contact the Alumni Relations Office at [alumni@haas.berkeley.edu](mailto:alumni@haas.berkeley.edu) or 510-642-7790.

## Moneyball

### Giants, Mets Execs Talk Sports Biz with Undergrads

Expansion overseas and fierce competition were among the big issues that Giants President Larry Baer, BA 80, and Mets General Manager Sandy Alderson tossed around with undergraduates during visits to Haas last fall.

"Our competition isn't the [Oakland] A's; it is anything in the vicinity that can attract leisure time for three or four hours," Baer told students in NBC news anchor and Haas alumna Diane Dwyer's Media Consulting course about a week after the Giants' World Series victory.

Alderson, a speaker in a Sports Marketing class he previously co-taught with Lecturer Mike Reilly, said Major League Baseball's top priority in the next decade should be growing the game beyond the United States. "The best way to expand the international base is to develop international players," said Alderson. "The person who did the most to develop basketball in China wasn't the commissioner; it was Yao Ming."



Giants President Larry Baer

### DEAN'S LETTER



Carlos Prieto, dean of Escuela Bancaria y Comercial, and Haas Dean Rich Lyons

## The Culture Wave

### The Berkeley-Haas Defining Principles catch on

When we unveiled our Defining Principles in fall 2010, I never imagined the tremendous feedback we would receive. Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself have truly resonated with people, inspiring everything from band names to life lessons for newborns to culture initiatives by business schools in other nations.

As a musician, I appreciate that our principles struck a note with a new full-time MBA band: David Haaselhoff and the Four Chord Principles. Guitarist Michael Nurick, MBA 14, says the name is a look at the ways the band embodies the Haas Defining Principles. "We want to serve the Haas community, shatter the stereotype that top business school students can't also be artists, learn to work as a team in an artistic context, and not take ourselves too seriously, while making this band the best it can be," he explains.

As the father of two children, I also was heartened by an email I received from Ajay Kshatriya, MBA 11, who realized that the values he hopes to instill in his son coincided with our Defining Principles. (See page 40 for Ajay's story.)

More recently, I discussed the importance of culture with Dr. Carlos Prieto, dean of Escuela Bancaria y Comercial (EBC), Mexico's oldest private institution of higher education. I first met Dr. Prieto at MBA commencement in 2012, when his son, Diego, graduated. Dr. Prieto was revisiting the mission of EBC at the time.

When Dr. Prieto visited in November, he and his team had developed "características distintivas" for the school. We talked about the importance of codifying such cultural elements and then reinforcing them. (Dr. Prieto noted that he had been given a Haas culture card in almost every interaction he'd had with people at Haas.)

This outreach from a business school over 2,000 miles away is one of many examples of how Haas culture is catching on. As Diego Prieto, MBA 12, put it, "It is much more powerful to stand by a flag based on shared values. I felt a strong pull to Haas because I believe in what is here."

I am very proud to stand by Berkeley-Haas. Sometimes we forget that among all the world's institutions of public higher ed, Berkeley is in so many ways without peer, a beacon serving not just our own students but also as an inspiration elsewhere. There is great purpose in that, a purpose we all share.

Sincerely Yours,

Rich Lyons, BS 82  
[lyons@haas.berkeley.edu](mailto:lyons@haas.berkeley.edu)



# Power of Haas Ideas

By Pamela Tom

Watch Prof. Ross Levine talk about his entrepreneurship research at [Insights.haasalumni.org/teens](https://insights.haasalumni.org/teens).

ENTREPRENEURSHIP Professor Ross Levine

## Teen Spirit

Linking juvenile delinquency to successful startups

Independence. Creativity. Money. Those are the benefits often associated with successful entrepreneurs. But is being an entrepreneur really more lucrative than working for a salary? And who is best cut out to succeed? A new study by Professor Ross Levine of the Haas Economic Analysis and Policy Group answers both of these questions.

Levine and co-author Yona Rubinstein of the London School of Economics and Political Science found that entrepreneurs earn on average 50 percent more than their salaried counterparts who are working in the same industry and have the same education, contrary to a large body of research finding that entrepreneurship does not pay. Levine explains that many previous studies broadly define entrepreneurship, including people who are self-employed such as an accountant or a plumber. In this study, an entrepreneur is defined as a person who undertakes a novel, risk-taking activity. Levine says think Michael Bloomberg or Bill Gates.

Furthermore, they found that successful entrepreneurs possess distinct traits identifiable back when they were teenagers. These traits turn out to be accurate predictors of entrepreneurial success. Some of the not-so-surprising traits include having a high IQ and coming from a stable family. However, some other common traits are often associated with juvenile delinquency.

“Our data revealed that many successful entrepreneurs exhibited aggressive behavior and got in trouble as teenagers. This is the person who wasn’t afraid to break the rules, take things by force, or even be involved in minor drugs,” says Levine, the Willis H. Booth Chair in Banking and Finance.

The researchers combed data from the National Longitudinal Survey of Youth , a representative sample of 12,686 young men and women who were 14 to 22 years old when they were first surveyed in 1979. The interviews have continued ever since.

“What we find is that a particular constellation of traits turns out to be a strong predictor of who is going to become an entrepreneur later in life and whether that person is going to be a high-earner when he or she launches a business,” says Levine.

In terms of earnings, the study found that successful entrepreneurs displaying these traits typically started their careers as top high earning salaried workers, and when they branched out on their own and successfully established their companies, they tended to enjoy a boost in earnings of 70 percent more than they received as salaried workers.



ILLUSTRATION BY HARRY CAMPBELL

## Tax Evasion in Greece

Professionals underreport income



Visiting Assistant Finance Professor Adair Morse

Wide-scale tax evasion in Greece accounts for 28 billion euros in unreported taxable income—just among the self-employed, according to a new study co-authored by Adair Morse, a visiting assistant finance professor.

At a tax rate of 40 percent, that’s a revenue loss responsible for nearly one-third of Greece’s deficit in 2009 or almost 50 percent of its deficit in 2008.

Using bank data on household borrowing from 2003 to 2010, Morse finds that highly paid, highly educated professionals are at the forefront of tax evasion in Greece: doctors; engineers; private tutors; financial services agents; accountants; and lawyers.

Morse asserts that it may not be mere coincidence that the majority of Greek Parliament members’ professions correlate with the largest tax evaders, even excluding lawyers. “Industry associations are strong,” Morse suggests. “Parliament members face enormous loyalty pressure.”

Morse hopes the study’s findings will encourage EU and Greek policymakers to create incentives for more ac-

curate income reporting. Already the research is having an impact on the rhetoric in Greece, encouraging the population to think about the culture of tax evasion and how tax evasion does not equally benefit all Greeks. The Greek government recently approved new regulations requiring all businesses to issue receipts for transactions so it may track business taxes due. If a business doesn’t comply, the customer can reportedly walk away—without paying.

## Crime and Punishment

Judges toughen up before elections



Assistant Professor Noam Yuchtman

Judges who are elected, rather than appointed, hand down more severe criminal sentences—as much as 10 percent longer—in the last three months before an election compared with the beginning of their terms, according to a new article co-authored by Assistant Professor Noam Yuchtman.

“Our findings show us how political pressure can distort the sentencing process and can lead to starkly different sentences for similar criminals sentenced at different times,” says Yuchtman, whose article is forthcoming in the

*Review of Economics and Statistics*.

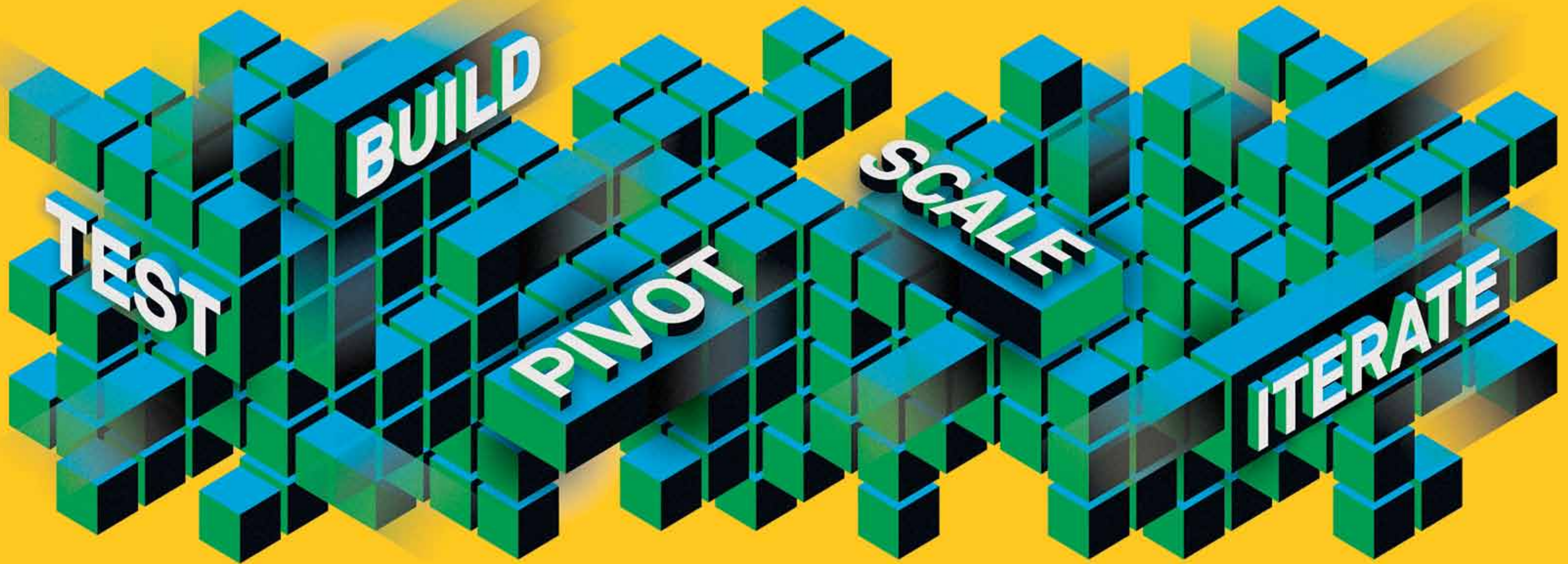
The study examined the felony sentences of 265 full-time superior court judges between July 1995 and December 2006 in the state of Washington, covering three elections in 1996, 2000, and 2004. The authors focused on the most high-profile crimes such as murder, assault, rape, and robbery, which represent 6.7 percent of 18,447 sentences conferred.

Yuchtman found sentence lengths increase at the end of judges’ political cycles, then sharply fall when their next term begins, only to rise again as their next election approaches. Judges only increased the severity of their sentences at the end of a political cycle when they were facing re-election; judges not seeking re-election did not issue more severe sentences at the end of their terms.

Given that most judges are re-elected and don’t even face competition at the polls, the findings suggest just the *threat* of political competition can affect behavior. While Yuchtman says he cannot predict whether society would benefit from appointed-only judges, the results demonstrate sentencing patterns would differ.

“When you tell people in other countries that some American judges are elected, they are often shocked. Maybe they’re right: We don’t like to think of judges as being influenced by external pressure,” Yuchtman says. “On the other hand, our results suggest that elections do make judges feel accountable. This is a simple but important tradeoff.”





# Goodbye Business Plan, Hello Lean LaunchPad

Rewriting the rules of entrepreneurship

By Ronna Kelly

On a cloudy day in December, a dozen venture capitalists from around the Bay Area crowd around a table 12 stories above the bustling streets of Downtown Berkeley, grilling student and alumni entrepreneurs about their fledgling business ideas.

“Besides money, what do you need?”

“Is this a stand-alone company or part of a larger company?”

“What motivated you to push this product on the market?”

“Who owns the intellectual property?”

Oblivious to stellar views outside that span the Berkeley Hills to San Francisco Bay, the VCs pepper team after team with such questions for hours. Hoping to get their business ideas off the ground, the teams are vying for four spaces at Skydeck, a one-year-old startup accelerator that provides mentorship, coaching, and office space to UC Berkeley students and recent alumni.

Located in the penthouse of Berkeley’s tallest building, Skydeck is becoming a hub of UC Berkeley’s entrepreneurship ecosystem—and the most visible symbol

of the Haas School’s new approach to entrepreneurship. Like entrepreneurs who must respond to a rapidly changing business landscape, the field of entrepreneurship is undergoing a seismic shift in response to market forces—and the Haas School is at the forefront of that movement with initiatives like Skydeck.

Call this new era Entrepreneurship 2.0 or the Lean Startup, says Haas alumnus and Lester Center Executive Director Andre Marquis, MBA 96. Marquis knows all about version 1.0: His class of 1996 boasts several notable Internet entrepreneurs who founded the startups behind Google Earth, Yahoo!’s search engine, and the largest online apartment rental site. Marquis’ own experience includes work on startup teams for Accept.com (acquired by Amazon), a startup inside Eli Lilly that cut drug development time in half, and an incubator he created with classmates while still earning his MBA.

“We all believed that the Internet would change everything,” says Marquis. “It’s taking a while longer than we thought, but it is, and one of the things it’s changing most is entrepreneurship.”

Plummeting software and hardware costs combined with the Internet have enabled entrepreneurs to rapidly build prototypes, easily and quickly connect to customers and experts worldwide, test, refine, and test and refine some more.

“Entrepreneurs can literally start companies on their laptops with a credit card,” says Haas Lecturer Steve Blank, a serial entrepreneur who is pioneering a new way of teaching entrepreneurship with an experiential course called Lean LaunchPad. (See page 12.)

In addition, the pace of change is rapidly increasing, which means entrepreneurs no longer can spend months drafting a 50-page business plan before pitching VCs or developing products. (See pages 14-15.)

As a result, the Lester Center is evolving its business plan competitions into startup competitions, requiring teams to submit a one-page business model canvas instead of a business plan and encouraging students to start businesses while still in school.

The Lester Center won a major endorsement of its approach last month with the award of a \$3.75 million grant from the National Science Foun-



## Haas Leads \$3.75 Million Innovation Grant

In another step toward building a thriving entrepreneurship ecosystem, Berkeley-Haas is spearheading an educational program funded by a \$3.75 million National Science Foundation (NSF) grant that aims to commercialize university research and foster innovation.

The three-year grant creates one of three new Innovation Corps Nodes (or I-Nodes) that the NSF is establishing across the nation to increase the impact of NSF-funded research.

The Bay Area I-Node, which also includes UC San Francisco and Stanford, is headed by Dean Rich Lyons and Lecturer Steve Blank. Andre Marquis, executive director of the Lester Center for Entrepreneurship, serves as node manager. All of NSF's I-Nodes will teach Blank's Lean LaunchPad framework to researchers who have received funding from the NSF or Department of Energy in the last five years. Researchers will be required to apply.

dation (NSF). Teaming up with Stanford and UC San Francisco, the Lester Center will spearhead the creation of a Bay Area/Silicon Valley I-Corps Node—one of three being created by the NSF—to train the next generation of entrepreneurs and encourage partnerships between academia and industry. All three I-Corp Nodes will teach Blank's Lean LaunchPad framework.

"The NSF has built an incredibly smart program to bring together the best of science and technology invention with all the advances business schools have made in teaching entrepreneurship over the past decade," says Marquis.

### Creating Community

Marquis' top priority is helping Haas students start more companies that are more likely to succeed.

Since his arrival in 2010 as the second executive director in the Lester Center's 21-year history, Skydeck has become a key vehicle to accomplish that goal. Marquis is joined by Professor Toby Stuart, who left Harvard Business School this year to become the second faculty director in the Lester Center's history and is now working on revamping the school's gateway entrepreneurship course for MBA students. (See Q&A right.)

"The best way to create entrepreneurial leaders is to give them the experience of building startups while they are here," explains Marquis. "When our MBA students go back to work, it's almost certain they will be innovating by putting business models and technologies together in cross-functional teams. That's what a startup does. While at Berkeley-Haas, they get the theory and the practice."

Because entrepreneurship is a cross-disciplinary endeavor, Skydeck is similarly a cross-disciplinary collaboration of Haas

and the Lester Center, the College of Engineering, and the UC Berkeley Vice Chancellor for Research Office. Students and recent alumni from across Cal can apply to work on their startups at Skydeck. But they get much more than free office space: Teams are matched with mentors, gain access to an extended

network of startups, and can attend workshops and events at Skydeck, including hackathons designed to build technology solutions in 24 hours.

"I'm not a big believer in space," explains Marquis, noting that Facebook and Genentech didn't need office space to get off the ground. "I believe in community."

Skydeck is unique among accelerators because of the unique UC Berkeley community it taps into: world-renowned researchers and a strong culture of independent thinking, notes Haas Lecturer and Skydeck mentor Mark Coopersmith, BA 82, MBA 86, who built a \$150 million consumer products and online commerce division for Sony and now advises VC-backed and large companies. "We have to leverage that Berkeley culture because that combination of intellect, discipline, and creative nonlinear thinking is what makes successful entrepreneurs," he says.

One of the first startups at Skydeck was Go Overseas, a Yelp-style website for programs abroad started by Mitch Gordon, MBA 12. Gordon moved into Skydeck from Haas' previous business incubator in the basement of the Bancroft Hotel.

"We literally went from the basement to the penthouse," Gordon quips. "Skydeck gives me more legitimacy with customers right away."

Gordon had the idea for Go Overseas before enrolling in Haas. "The first day I was here I went straight to the Lester Center to get started on it," he says. "My business wouldn't be where it is today without Haas."

### Springboard for Success

Melissa Millan, MBA 13, who won a spot in Skydeck in December's competition, tells a similar story.

"One of the reasons I came to Berkeley was to be in Skydeck, to be surrounded by similar-minded people following their entrepreneurial aspirations," says Millan, who founded Androgyny, a company that sells premium women's dress shirts.

Millan also is a testament to the success of the Haas School's entrepreneurship curriculum, and Coopersmith's Workshop for Startups class in particular. She was one of five students who received funding within three months after taking Coopersmith's class and one of two students from his class to be accepted into Skydeck in December.

"Our entrepreneurship curriculum prepares our student entrepreneurs to get to that next level, as reflected by which teams were most prepared to move into Skydeck," notes Coopersmith. "Skydeck is a place for people to get business done, make connections, and take their ventures to the next stage. It becomes a springboard for growth, learning, and success."

## Q&A with Professor Toby Stuart

# Building a Startup Ecosystem

How the business school, the university, and the East Bay can support entrepreneurship

Professor Toby Stuart left Harvard Business School last year to become the second faculty director in the history of the Haas School's Lester Center of Entrepreneurship, succeeding the late Professor John Freeman. Stuart, whose research on entrepreneurship has won several awards, spent six years at Harvard after holding professorships at Columbia and the University of Chicago. In a recent interview, Stuart talked about his vision of entrepreneurship at Haas and in the East Bay.

### How does the Lester Center help create more successful entrepreneurs?

There are two roles for the center to play. One is to provide students with courses that help them identify compelling opportunities and to understand the stages of the entrepreneurial process, so they know how to get high-potential ventures off the ground. Second, when students have good ideas and the right backgrounds, we want to do as much as possible to help them assemble the resources required to turn those ideas into actual companies, whether it's formally through Skydeck (see previous page) or informally through mentors and our connections in the center.

### How does Skydeck, the new Downtown Berkeley startup accelerator, fit in?

First of all, the space is spectacular, and it provides a lot of energy. Its presence is aspirational for our students. I have students who want to do independent study projects focused on working their way toward a Skydeck application. Because the Skydeck selection panel includes many distinguished investors and entrepreneurs, Skydeck is a form of imprimatur, which helps bring attention to early-stage companies. Skydeck is one piece of a catalytic process that is occurring here—a big and important piece.

### How and why are you changing the MBA introductory entrepreneurship course?

It's been a very successful course. Students have enjoyed it. The course historically has been structured to include a business plan component. I would like the curriculum to include a true gateway course in which there's no presumption that you have to have an entrepreneurial idea to enroll. Therefore, rather than have students develop a full-fledged business idea, the students will now use the frameworks in the course to develop a three-slide pitch for a prospective investor. If students take a gateway course before they invest in fully formulating an idea, the idea that they develop will be much better.

In the new course, I will also focus on teaching students what the entrepreneurial process is really about because a lot of students think they want to be

entrepreneurs but would be happier in other fields such as consulting or banking. Conversely, many students who enter the course planning to enter traditional business school career paths will reconsider their plans to pursue more entrepreneurial roles.

We have terrific workshop courses, like Lean LaunchPad (see page 12). They are much better suited for students to roll up their sleeves and develop an idea. I'd like to ramp up the number of workshop courses so that students have many options for advancing their ideas while they are still on our campus.

### Can you explain your idea of an East Bay "rent gradient"?

I've studied geography and entrepreneurship, and I'm a big believer in micro-geographies. What has changed dramatically recently is an explosion of entrepreneurial activity in San Francisco. Venture capital firms like Benchmark are moving offices into San Francisco. The City is bursting at the seams.

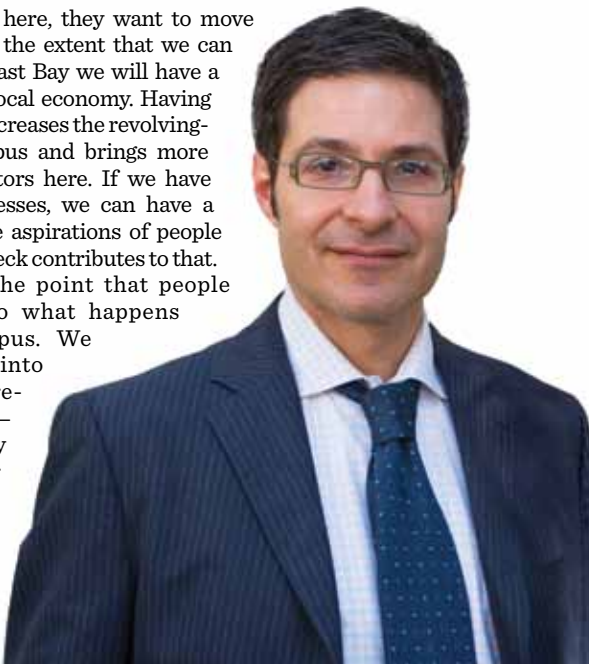
That has led to very expensive real estate. The rent gradient I refer to is that real estate is much less expensive in the East Bay, and it's not very far away. As long as the climate remains healthy for entrepreneurial activity, I believe we are on the verge of a big push of startups into the East Bay. We need to be out in front of that. We need to be generating a lot of the companies that locate here.

### How do you start that trend?

The rent gradient is going to encourage it, but the cities of Berkeley and Oakland and university administrators can do a lot to promote the creation of companies, including investing in Skydeck, which the university has done. It's no doubt a start.

When students finish here, they want to move down into the Valley. To the extent that we can get them to stay in the East Bay we will have a dramatic impact on the local economy. Having companies very nearby increases the revolving-door feeling of the campus and brings more entrepreneurs and investors here. If we have a couple of visible successes, we can have a tremendous effect on the aspirations of people who are here. I hope Skydeck contributes to that.

We want to get to the point that people really pay attention to what happens on the Berkeley campus. We need to put ourselves into the middle of an entrepreneurial ecosystem—more than traditionally has been the case for Berkeley.



Professor Toby Stuart



# Get Out ... of the Building

Haas Lecturer Steve Blank pioneers a new model for teaching entrepreneurship

By Ronna Kelly

When Jon Sebastiani, BCEMBA 11, came to Haas Lecturer Steve Blank's entrepreneurship class with only one customer interview, he knew he would be sent to the penalty box. Blank requires his students to talk to a dozen potential customers every week, or else they can't participate in class discussions. But Sebastiani convinced Blank to let him show the class a slide about his one customer interview. The slide: A \$500,000 check from Safeway—upfront payment to sell Sebastiani's gourmet, all-natural beef jerky, called Krave, in Safeway stores. Nationwide.

"There was a standing ovation in the entire class," Sebastiani says. "It was a very cool moment."

## We now think we know how to teach entrepreneurs how to ultimately fail less.

It was also a powerful proof point for Blank's new approach to teaching entrepreneurship, which he pioneered at Haas. Almost a decade after Blank began teaching here, his entrepreneurship class—called Lean LaunchPad—has attracted the attention of the National Science Foundation, which hired Blank to train teams of research scientists each year. Blank also has taught the class at Princeton, Columbia, Caltech, and Stanford and trained faculty from the University of Michigan and Georgia Tech to teach it as well. Now, Lean LaunchPad is going viral—with 55,000 students around the world signing up for a free online version last September.

"We now think we know how to teach entrepreneurs how to ultimately fail less. That's huge," says Blank, who has founded or worked at eight startups, four of which have gone public.

### Putting the Cart Before the Horse

Lean LaunchPad traces its origins to the Customer Development course that Blank began teaching at Haas in 2003. In the course, Blank taught a formal methodology for searching for a business model, which he developed after observing that few business plans survived first contact with customers.

"It dawned on me that the plans were a symptom of a larger problem: We were executing business plans when we should first be searching for business models," Blank explains in his prolific blog. "We were putting the plan before the planning."

The course evolved to include customer develop-

ment (the technique startups use to quickly iterate and test each part of their business model) and agile development (the way startups quickly iterate and test their products as they learn).

Finally, Blank's aha moment came when he realized that instead of just lecturing, he should create an experiential class for students to apply these methodologies to a real startup. Blank credits Haas with being at the forefront of this new approach to entrepreneurship by embracing adjunct faculty like him to share their own hands-on startup experience with students. "It all started at Haas," says Blank, who is teaching Lean LaunchPad to full-time and part-time Berkeley MBA students this semester.

### Curing Cancer

Brian Feth, MBA 13, took Lean LaunchPad last year after teaming up with a scientist at Lawrence Berkeley National Laboratory to explore the commercial potential of a new platform to grow cancer cells and test treatments.

"Our desire was to sit down and write a business plan before validating what we were doing," admits Feth. "The class really opened our eyes. It's pretty elementary, but getting out and talking to customers is really the only way you can figure out what your customer needs are and how a product meets them."

Each session of Lean LaunchPad begins with teams presenting findings from the week in 10-minute updates, followed by a lecture. Blank and a rotating group of VCs and entrepreneurs provide guidance and commentary.

"They've seen a lot of technology and can see pitfalls before you would," explains Feth, whose startup is now based at a San Francisco biosciences incubator.

### Customer Taste Tests

Blank calls this crucial process of talking with customers "getting out of the building."

It's a mantra that Sebastiani took to heart as he was refining his jerky startup, speaking to hundreds, if not thousands, of potential customers while taking Blank's class. He surveyed shoppers at Whole Foods. He set up a samples booth at wine and food events, asking people who said jerky was "horrible to eat" if his would change their minds.

"We had so many different pivots during the class," says Sebastiani, noting that was despite his experience working in his family's wine business.

Blank also continues to pivot with Lean LaunchPad. A nonprofit called Startup Weekend is now working on combining the online version of Lean LaunchPad with local mentors and facilitators to teach the course around the world.

"We'll be teaching in 109 countries next year," says Blank. "This is a pretty good beginning."

*Right: Lecturer Steve Blank requires his students to "get out of the building" to speak with customers as they build their startups. Four of the eight startups he has founded or worked at have gone public.*

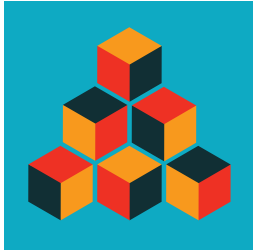




# Risk Takers

Some of the Haas Alumni Network's top entrepreneurs and venture capitalists share their challenges, insights, and advice on navigating the risks inherent in starting a new business.

By Kim Girard and Bill Snyder



## Dot-com Lessons

**Kevin Brown, MBA 96**, is CEO of Redwood City, Calif.-based Coraid, which develops data storage products for large businesses and made the *Wall Street Journal's* 2012 "Next Big Thing List." Brown was also instrumental in developing three other tech companies: Kidaro; Decru; and Inktomi.

### Most difficult entrepreneurship challenge:

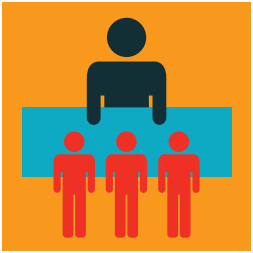
At Inktomi we had developed our core technology for Web search, but we realized that the market for online advertising had not developed enough to support the company and attract additional investors. We pivoted—hard. Leveraging our technology, we developed a second application that focused on data caching and content delivery over the Internet. It was a risky decision, but it paid off. We grew to over \$200 million in revenue in a few years.

### Decision you regret most:

Inktomi went public in 1998, a frothy time. Our stock price shot up well past what fundamentals could support. We felt pressure to expand; we added units; we acquired others as we tried to live up to Wall Street expectations. We overextended. We shouldn't have tried to grow that fast.

### Common mistake of entrepreneurs:

People tend to not raise enough money early enough. If you don't, you don't have a margin for the unexpected. If you get in trouble that way, it becomes harder to raise additional capital later on.



## Taking on Big Guys

**Eric Keller, MBA 77**, COO of Kleiner Perkins Caufield & Byers, is a board member of Shutterfly and the former CEO of Movaris, which provided software for CFOs to manage governance, risk, and compliance.

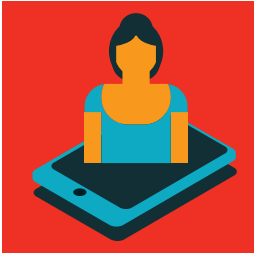
**Movaris challenge:** We had to prove ourselves in the marketplace. I went on sales calls. Customers' IT departments had a strong desire for a single software solution, like Oracle or SAP. The uphill battle was in convincing them to use another tool. The bar was high. We had to come in and say, "I can help you solve this much faster and do things you simply can't do with your enterprise software system."

### Common mistake of entrepreneurs:

The biggest challenge for young companies is getting the team right. One of my partners says great teams can take mediocre ideas and make them great. Mediocre teams will struggle even with great ideas and great products.

### Is the business plan dead?

I wouldn't write a big business plan. The key is whether potential investors will believe in you and your idea and that you have some traction. You definitely want to have your story together, something that's compelling, but investors are looking for people who are young and innovative, not detailed business plans.



## Mother Knows Best

**Nick Triantos, BCEMBA 07**, a former software engineer at Apple and venture investor, is CEO of ionGrid, which provides a platform to securely download and share work-related documents on iPads.

**Big pivot:** We presented to banks and to the White House, and it became very clear that we had to change direction. The skill set was around collaboration, but now we're focused on security. Pivoting the customer messaging was the hardest.

### When to seek VC funding:

Taking VC money is a necessary evil. You do it when your conviction about what you're building is strong enough—and to accelerate your path. A lot of people get money to figure out what they're going to do. But the best money goes to people who show a clear path and way to exit. There's a big difference between raising money to survive and raising money to grow.

### Landing a VC meeting:

Don't go to the top for your first meeting. Go to your girlfriend, roommate, or mom. Let them tell you, "I don't understand what the heck you are talking about." If Mom doesn't understand why your company matters, the VC won't either.

**Final word:** A lot of investors have told us we should go do this or that. I don't listen to any investors. I listen to customers.



## Contrarian with Kids

**Rebecca Lynn, MBA/JD 08**, is a partner at Morgenthaler Ventures and previously worked in product development at Procter & Gamble and marketing at online credit card company NextCard.

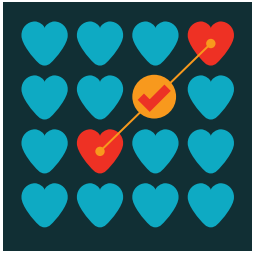
### Getting started in venture capital:

I wasn't looking for a career in venture capital. I met (Morgenthaler partner) Gary Little while I was at Haas, and he asked me if I wanted to come on at Morgenthaler for the summer. I knew the venture world from NextCard, but I didn't know much about what it was like to be in venture. But I loved working with entrepreneurs. When I graduated, they asked me to come on full time.

### Most successful investment:

My first investment, Lending Club, in Q1 of 2009. We provided credit to borrowers when credit was tight. The company has continued to grow, and today it has \$1 billion in loans. Doing a credit deal during the credit crisis is a little crazy, but I thought it presented an enormous opportunity.

**Work-life balance:** I recently hosted an event for women in venture in Silicon Valley and created a group of female executives on the Peninsula. We talk about work-life balance. I always say I don't have a wife—I have a super-supportive husband. But at the end of the day the kids still want mommy.



## Dating Pivot

**Alex Mehr**, a former scientist at the NASA Ames Research Center, took a break from earning his Berkeley MBA to co-found and serve as co-CEO of Zoosk, a social network for dating in more than 70 countries.

**Most difficult entrepreneurship challenge:** Every day I think about how I can recruit the smartest people. Instead of hiring too many, we are very selective. We've found that the most effective way to do this is to have our current engineers refer people they know. We incentivize them to do this.

**Big pivot:** When we started, the company that became Zoosk had nothing to do with dating. It was about market research. We developed a multimedia polling widget that could be embedded in a blog or Facebook page. We got some traction, and then as a test we made a Facebook app, sort of a poll that asked if people are "hot or not hot." It got a huge number of hits right away, and we realized that social dating was a big need, a potential market.

### Advice for budding entrepreneurs:

Not everyone can be an entrepreneur. However, it benefits everyone to try and see if it is you. Try it for a limited time and see if it works.



## Don't Fall in Love

**Nick Sturiale, MBA 00**, a general partner in Ignition Partners, started his career with Sevin Rosen Funds and later joined The Carlyle Group as co-head of its Silicon Valley office.

**Advice for budding entrepreneurs:** The whole exercise is to create a learning engine—learning what creates a market and what creates a team that can service a market.

**VC mistakes:** Sometimes I let my relationships with people blind me to the reality of their companies. Sometimes I fall in love with a CEO or tech founder, but the market is not buying what they're selling. Admitting that is a very painful moment.

**Hottest industries:** Big Data is hot because it creates a previously untapped source of insight into running a business. Managing and protecting intellectual property when everyone is using mobile technology is another. There are security, legal, and compliance issues to manage.

### Is the business plan dead?

It's not dead but gravely injured. The notion of taking months and months to write a document gets trumped by running experiments with slimmed down versions of the idea. It is about testing early iterations of the idea and seeing if the market likes it before developing a finished plan.



## The Chicken or the Egg?

**Ted Sorom, MBA 08**, is founder and CEO of Rixty, a payment system for online gamers. Rixty's investors include Haas alumni Noah Doyle and Jed Katz, both MBA 96.

**Most difficult entrepreneurship challenge:** It was the classic chicken and the egg. We needed retail distribution to get gaming companies to work with us, but the gaming companies expected us to already have retail distribution. We solved it by going to the gaming companies and telling them we were in discussions with Coinstar (a company that lets consumers trade change for online gaming vouchers), and told Coinstar we were talking to the gaming companies.

**Big pivot:** When we started, we were aiming at a teenage market, which had no other way to pay for games. Because we asked for birthdates when customers signed up, we soon realized that many were adults. So we made sure that our marketing did not turn off people in the 18- to 35-year-old market.

### Getting access to VCs:

People think you can walk into a VC's office and ask for \$5 million because you have a good idea. But you have to have users and a real product.

In the Valley, it's all about the network. You have to have a warm introduction. Take advantage of the Haas network; I never would have gotten off the ground without it.



## Do Your Homework

**Noah Doyle and Jed Katz, both MBA 96**, are managing partners at Javelin Venture Partners. Doyle co-founded MyPoints and directed the enterprise product line of Google Earth and Maps. Katz founded Rent.net and Move.com and worked as a venture capitalist with DFJ Gotham Ventures in New York.

### Getting access to VCs:

**JK:** Use your network. It's easy to find someone who knows us and can make a warm introduction. Be sure your pitch has a clear executive summary and don't try and tell us how much money we'll make.

**ND:** Do your homework; see what we've done and find the connections.

### Common mistake of entrepreneurs:

**ND:** Underestimating the cash they'll need and overestimating the ease of growing a business.

**JK:** Hiring B players.

### Hottest industries:

**JK:** Big Data. There's enormous demand for applications that help firms get the most out of their data stores. We're also investing in security and education software.

**ND:** There are also opportunities in signal processing to enable programmable magnets.

### Is the business plan dead?

**JK:** The business plan as we learned it 15 years ago is dead. You still need an outline and a strategy. You need a vision of where your company can go.



## Medicine in the Cloud

**Elise Singer, MBA 10**, a geriatrician and family doctor, is the founder of Share the Visit, a videoconferencing care coordination platform in the cloud that allows physicians, patients, and family to communicate and collaborate.

**Aha moment:** My father was sick but lived far away. I was finding out critical information after the fact. The reality hit me in the face: In today's health care system, you are just not involved if you aren't there. I was already using Skype to talk to my in-laws in Venezuela and WebEx for work. I thought, "I can't do anything like this now to communicate with my Dad's doctor at a time when it matters most. I can solve this problem."

### Advice for budding entrepreneurs:

Do not hesitate to try out your idea. What you learn by doing is hard to describe, it's so dramatic. Get validation with customers. The more you talk about your idea the better.

### Common mistake of entrepreneurs:

Not effectively using their time. Taking meetings simply to network is a big time sink. If I sit down for an hour to work it's actually moving things forward. Have clear boundaries: Between 5:30 and 8 p.m., unless I am in a meeting or travelling, I am with my family. Then I go back to work.



# The Accidental Spy

Kenneth Taylor, MBA 59, plays a major role in the Iran hostage crisis and the Oscar-winning movie *Argo*

By Sean Elder

It was not the most provocative speech in Berkeley's history, but Kenneth Taylor's 1980 Charter Day address is remembered for its reception. The former Canadian ambassador to Iran had just left that post, after helping six U.S. diplomats escape the fate of 52 other Americans being held hostage by student revolutionaries.

The taking of the U.S. embassy had been both a culmination of anti-American feeling in Iran and the beginning of anti-Iran feelings in the U.S.

So while Taylor, MBA 59, was being hailed as a hero in the rest of the United States, Berkeley police were expecting protests from Iranian students and their supporters, as well as counterprotests, at Charter Day. Rather than cancel Taylor's address, the authorities decided to give the Berkeley alum a bulletproof vest to wear under his gown, as well as a phalanx of undercover bodyguards similarly attired. Putting on the body armor beneath his garb, one of the cops announced, "I only graduated from high school and now I'm a full university professor!"

**"I couldn't find anybody who said, 'Be careful: Two years from now the Shah is going to be deposed.'"**

No shots were fired during the ceremonies, Taylor says today, although "halfway through the thing people started burning flags—U.S. flags, Iranian flags. I figured the best thing to do was to keep on talking. Nobody cared what I was saying anyway."

Such self-deprecation is the norm for the foreign-service veteran who during the early months of the crisis found himself in what he has described as a "Walter Mitty world." As both a Canadian diplomat and a spy for the United States, he believes his role in the escape of the six is underplayed in *Argo*, Ben Affleck's slightly fictionalized film version of the CIA's contribution, which won best picture in this year's Academy Awards. But after a highly publicized meeting with the director-star (and a rewrite of the movie's final postscript), Taylor is, well, diplomatic.

"Ben Affleck is a very affable guy. We got along just fine, despite the fact that the CIA was a very minor player

[in the rescue] and, according to the movie, we were incidental," he says.

## From Debates to Discos

Kenneth Taylor didn't set out to be a diplomat. After getting a general arts degree at the University of Toronto, the Calgary native went to Berkeley to get an MBA and had what he describes as "a marvelous two years.... It was an open campus; what best illustrated that is that there were two booths near Sather Gate, one pro-Batista, one pro-Castro. Take your choice!"

At Berkeley he met Pat, a fourth-generation Chinese-Australian microbiologist who was completing her doctorate while working as an associate in the School of Public Health, dancing with the Oakland Light Opera Ballet Company, and playing violin with the University Symphony Orchestra. They married at the Anglican Church near their old home at the International House (which will award them I-House Alumni Couple of the Year at its spring 2013 gala), shortly after Taylor got his first Canadian government post to Guatemala.

"Today you'd get a list of posts, put your preferences, they'd talk to the ambassador," says Taylor. "In 1959 you went where you were told."

Even his choice of career was rather accidental. "I wanted to work internationally and there weren't many jobs available," Taylor recalls.

Those were tumultuous times in Guatemala—a U.S.-backed coup in 1954 set the stage for the civil war that began in 1960—and the small office there covered all of Central America, so Taylor did get to travel a lot. After Guatemala Taylor was sent to Detroit, Karachi, London, and then Iran, considered a plum assignment at the time.

Business between Canada and Iran was booming, thanks to what Taylor calls "the mutuality of oil interests"; the discos were open all night; the Shah was still in power. "Iranians love to entertain," says Taylor, and he and his wife were no slouches, either. "There were any number of attractions, and I didn't meet anybody who saw it coming. People who had been there for years—journalists, bankers, diplomats, Iranians—I couldn't find anybody who said, 'Be careful: Two years from now the Shah is going to be deposed.'"

## Explosive Protests

The speed with which things changed in Iran seems stunning, even now in the wake of the Arab Spring. By the beginning of 1979, the Shah had left the country; in February 1979, Ayatollah Khomeini returned from exile. In

between the two events, Taylor arranged for the evacuation of 850 Canadians from Iran—"a tremendous feat of organization," as Canada's Department of Foreign Affairs later put it.

By the time America allowed the ailing, exiled Shah into the country to be treated for cancer in October 1979, anti-U.S. sentiment was uncontrollable. When the followers of the Ayatollah Khomeini overran the U.S. embassy on Nov. 4, 1979, it was after months of angry protest.

The six Americans who slipped away from the embassy as others were being captured and blindfolded were lucky: The consulate building they were working in was surrounded but not taken over, and by the time they escaped, it was pouring rain and the street



was deserted. They spent the next few days moving between temporary hideouts before calling a friend, John Sheardown, head of immigration at the Canadian embassy.

For the following three months, the six divided their time between Sheardown's and Taylor's houses. They played board games, watched the news, and drank what booze remained, while the Canadians made plans for getting them out of the country undetected.

## The Hollywood Option

On Jan. 2, 1980, the CIA sent Tony Mendez (Ben Affleck in *Argo*) to Ottawa to help plan the houseguests' "exfiltration" from Tehran. It was Mendez who came up with the idea of passing the six off as Canadians in Iran scouting locations for a sci-fi flick. Mendez specialized in creating "cover legends" for CIA operatives and sneaking them out of tight situations. *Argo* is based on Mendez's 1999 book, *The Master of Disguise*, and a 2007 *Wired* article. The film *Argo*'s focus on the Hollywood Option (as Mendez called his plot) diminished the role of the Canadians.

"We were not innkeepers!" says Taylor. "We did everything: We provided the passports, the documents, the birth certificates, the credit cards—their identities. Tony had spent time in Hollywood schmoozing with people.

"While we were [with the escapees] three months in Tehran, he comes out for a day and a half and in that time was totally within our cocoon," Taylor adds.

Despite *Argo*'s inaccurate portrayal of the Canadians, all agree the film is true to the tenor of the times. "The early scenes were vivid," Pat says of the takeover reenactment; she worked just blocks from the U.S. embassy. "It brought me right back to that day."

In addition to risking his life to help the six U.S. diplomats during his time in Iran, Taylor also helped the CIA plan Operation Eagle Claw, the aborted U.S. Delta Force attempt to rescue the 52 Iran hostages.

"With Eagle Claw, we were actually actively involved 10 hours a day setting out tactical moves for the commando raid, under guise of the embassy," says Taylor. "That's pretty serious stuff, or would have been seen as serious stuff to the Iranians."



In 1981, Canadian Ambassador Kenneth Taylor receives the Congressional Gold Medal from President Ronald Reagan. In 2012, Taylor chats with actor-director Ben Affleck about his movie *Argo*.

Although some Canadians did not like one of their diplomats working with the American CIA, Taylor says he didn't need a lot of persuading. "They asked me and I said yes. To me—how do I say this without being trite?—it seemed the right and responsible thing to do. The U.S. didn't have anybody there."

## Second Act

Upon his return to North America, Taylor was hailed a hero. He was awarded the Congressional Gold Medal and given the keys to New York City, Los Angeles, San Francisco, Dallas, Las Vegas, and Kansas City. His own country made him and Sheardown (and later their wives) Officers of the Order of Canada, and later appointed Taylor Consul General in New York.

In 1984, Taylor left the Canadian Foreign Service after almost 25 years and began a second career with Nabisco Brands, which became RJR Nabisco. "Seven years later some of us tried to take the company private, and we lost to [Henry] Kravis," Taylor says.

That battle, recounted in Bryan Burrough and John Helyar's *Barbarians at the Gate*, was a different sort of hostile takeover. "I've been through two revolutions, one political and one corporate," Taylor says. "And there's a big similarity because nobody can predict the outcome."

*A longer version of this article appeared in the fall issue of California magazine.*



# Your **Haas** Network



Read “Three Lessons for Today’s Marketing and Sales Officers” by Marc Singer, BS 86, in *Forbes*: [onforb.es/LV2API](http://onforb.es/LV2API).

## QUESTION THE STATUS QUO

### Prescription for Growth

Taking an Israeli chain over the Great Wall

**Lior Reitblatt, MBA 88**  
CEO, Super-Pharm, Tel Aviv

Lior Reitblatt has shown the determination of David in his two-decade campaign to expand Israel’s largest drugstore chain.

While doubling sales of Super-Pharm every five years, Reitblatt has taken on such goliath challenges as managing during war and navigating government hurdles in China.

Reitblatt rose to CEO at Super-Pharm five years after joining the company directly after earning his Berkeley MBA. A family-oriented culture attracted him to Super-Pharm, which unlike U.S. drugstores draws the majority of its sales from high-end cosmetics and perfume. The company, owned by a Canadian family, is sometimes called the “Nordstrom of Israel.”

“It’s a \$1.2 billion business, but with the compassion, celebration, and happiness of a family,” Reitblatt says.

Reitblatt has fostered that culture while confronting unique challenges in Israel, where Super-Pharm has 182 franchise stores and is the nation’s largest employer of Arabs. One major challenge came during the Second Lebanon War in 2006.

“Rockets were falling on the cities and the stores. Everyone was running to the safe room, including customers,” Reitblatt recalls. “Jewish customers started to curse because Arabs were in the room. And then Jewish employees protected the Arab employees. It was a very sensitive situation.”

At the end of the war Super-Pharm showcased this camaraderie at its annual convention through a video with interviews of Arab and Jewish employees. “On one hand, we take out politics from the discussion,” Reitblatt says. “On the other hand, we sometimes have to deal with issues that result from politics, like this war, and not let them get between us.”

As if such challenges at home weren’t enough, Reitblatt has been leading Super-Pharm through expansion abroad.

Most European countries allow a single company to own only one to three pharmacies. But Reitblatt and his team found Poland offered a large enough customer base—roughly 40 million—to justify the cost of jumping regulatory hurdles there. After overcoming obstacles to open one store and then facing the same obstacles for a second store, the Polish government passed a law saying a company could own only one pharmacy.

“We had to start a full campaign to change Polish policy that involved the Canadian ambassador; Shimon Peres from Israel; and Ronald Lauder, of Estée Lauder,” Reitblatt says. The law was changed back in 2003, and today Super-Pharm has 43 stores in Poland.

Super-Pharm faced similar fits and starts in China, which limited foreign ownership of pharmacies, and is now remodeling a chain of drugstores it bought in Beijing.

Where does Reitblatt get his determination to grow? “From living in a small country with limited potential,” he says. “Growth is extremely important to keeping a young spirit at the company and offering your people new opportunities.” —*Ronna Kelly*



PHOTOGRAPH BY RONEN GOLDMAN

### Just Doing It at Nike Europe

**Michelle Wald, BS 03**  
NIKEiD Business Director,  
Nike Europe, Amsterdam



Huddled in a bright red overcoat, Michelle Wald sinks into a brown leather arm chair in the lobby of Amsterdam’s swanky Conservatorium Hotel. A native of Sunnyvale, Calif., she has acclimated to Holland’s soggy climate—and culture. Like the Dutch, she cycles everywhere. Sports, after all, have long been an integral part of her life.

Fresh out of school, Wald first joined McKinsey & Co. “Consulting is all about solving business problems. And I love puzzles,” she says.

After a few years, McKinsey consultants are expected to gain industry experience. Wald, who played basketball and field hockey for Cal, jumped on a job opening she spotted at Nike. “Consulting and sports. It seemed a great fit,” she says.

Nike agreed: She soon found herself at their global headquarters in Oregon, working as a global strategic planning analyst on everything from strategies for lacrosse to portfolio management of basketball brands.

After five years with Nike, Wald moved to Europe to work on the footwear giant’s digital commerce initiatives there. At Nike’s European headquarters, she is now

business director for NIKEiD. “I deal with customization: Consumers can select their own performance options, colors, materials, and print their own names on products,” Wald explains.

Despite her hectic job, Wald still finds time for sports. “I play basketball, soccer, and run a bootcamp on the weekends in Amsterdam’s Vondelpark.”

Wald credits her Berkeley-Haas degree with providing the foundation for her work, while sports helped her master the art of juggling. “Playing sports in college taught me an awful lot: discipline, time management, team work, and commitment. That certainly helps when managing schedules in the real world.”

### Digital-Age Marketer

**Marc Singer, BS 86**  
Director, Marketing & Sales Practice for the Americas, McKinsey & Co., San Francisco



Long before Marc Singer got to Berkeley, he had learned some of the most important business lessons of his life—lessons he still applies as the leader of McKinsey’s marketing and sales practice for the Americas.

His father was a very successful contractor but struggled with management. “His management style was sort of ad hoc,” Singer remembers. “That

was really the beginning of my interest in learning to run a business.”

His education continued as he worked his way through Berkeley at a bike shop in his native Walnut Creek. But he didn’t fully appreciate the value of his Berkeley undergraduate business degree until he began his MBA at Stanford. “My experience at Stanford really made me appreciate the quality of the teaching at Berkeley since it prepared me so well for the Stanford MBA program,” he says.

Singer joined McKinsey after earning his MBA. In his current role, he gains the greatest satisfaction helping his clients—leaders in a variety of industries—succeed as individuals as he advises them on all aspects of marketing and sales.

No surprise, rapidly evolving digital channels drive much of Singer’s work. In 1999, he co-authored the book *Net Worth*, which examined the Internet’s impact on marketing. Today, most large organizations are concerned about their social media strategy, which too often is a collection of disjointed tactics, Singer noted in a *Forbes* article last year (visit [onforb.es/LV2API](http://onforb.es/LV2API)).

Instead of using social media just because everyone else is, Singer says, a firm’s tactics should be anchored in overall strategy, whether it’s a retailer trying to entice existing customers into new categories or a luxury hotelier trying to earn repeat business from high-end clientele.

Indeed, that lesson—market strategically, not ad hoc—sounds surprisingly similar to one he began to learn working with his dad decades ago.



# Your **Haas** Network in South America

## From Farming to Finance

**Ismael Benavides, MBA 67**  
Former Minister of Economy and Finance, Lima, Peru



A career in politics wasn't part of the plan for Ismael Benavides, a man born into one of Southern Peru's most well-known entrepreneurial families.

He expected to take over his family's farm, where he would oversee the production of cotton and grapes for pisco, a national liquor. The 1968 military coup, however, sent him down a much different path, leading to top bank posts in Peru and abroad and three ministerial appointments.

"I had always wanted to go into agriculture, but we lost it all," Benavides says, remembering the land reforms that followed the coup. "I studied agriculture at the Universidad Agraria in Lima and at a small college in Alabama. Then my father encouraged me to get an MBA. That's how I ended up at Berkeley."

Berkeley in the 1960s demanded students keep an open mind and question the status quo, Benavides says. "Later on, to be able to change things in Peru, which is quite conservative, that way of thinking was an asset."

After graduation Benavides worked for Citibank in New York and for private South American

banking firms, ultimately holding the top post—general manager—of Banco Internacional de Peru for 14 years.

Benavides was appointed minister of fishery in the '80s, minister of agriculture from 2007 to 2008, and then minister of economy and finance from 2010 to 2011. To raise Peru's profile and trustworthiness as a financial hub, Benavides promoted national and foreign investment and issued bonds in the international market.

"Our hope was to usher Peru's economy into an era as a force in a new market. The country's just getting started in that regard," he says.

Now retired, Benavides has returned to his first love: agriculture. "We have a new farm in Pisco, where we grow asparagus, citrus, and grapes and produce pisco. But I maintain interests in banking as well as politics."

## Bogotá Builder

**Zulma Guzmán, BCEMBA 12**  
President, Urbia SA  
Bogotá, Colombia



Zulma Guzmán's mother forbade her from going into what she considered the frivolous field of architecture when she started college, but now Guzmán is about to develop the first student housing project in her hometown of Bogotá,

Colombia.

An environmental economist by training, Guzmán started her career in Bogotá's city hall and the Colombian Environment Ministry. But Guzmán's passion had always been urban renewal, so in 2007 she started her own planning and redevelopment firm, Urbia.

Guzmán knew she needed more training. That summer she took an architecture course at Parsons School of Design in New York City. "My mom was right," Guzmán says, "I was horrible. But I learned what architects do and how they do it, and that is important because I now work closely with architects in Bogotá."

An MBA in the United States was her next step, while Urbia began laying the groundwork to revitalize two derelict areas in downtown Bogotá. Guzmán began scouting part-time programs all over the country, but she loved Berkeley. "The atmosphere was amazing, so full of life," Guzmán says.

She devoured all the real estate electives possible, and audited architecture classes at Columbia, where she won a real estate competition based on an idea for school housing next to Los Andes University in downtown Bogotá. The university is now in the process of approving the project.

"When I started university, no one even thought about leaving their parents' homes," she says. "But Colombia's become Americanized: Kids leave home and many come from other cities. So it makes a lot of sense to have housing there."



## CONFIDENCE WITHOUT ATTITUDE

## High-flyer in Peru

Taking off from Consulting

**Nicolás Goldstein, MBA 03**  
CEO, LAN Perú  
Lima, Peru

Nicolás Goldstein prizes nothing more than open dialogue with the small army of 4,000 men and women that he oversees as general manager of LAN Perú, a major subsidiary of LAN Airlines that operates a fleet of 32 planes in and out of Peru. Take a town hall meeting with 600 employees in December: Instead of making a presentation, Goldstein decided to use a talk-show format to promote conversation and let folks have some fun while voicing their opinions.

"Although I ultimately answer for anything and everything that happens with LAN Perú—from operations to HR to fleet maintenance to career advancement for our call center employees—I find that opening myself up to hearing my staff's ideas makes me a more effective leader," Goldstein says. "I have had a lot of experience to learn that everyone has something valuable to offer."

That experience includes serving as LAN's CEO of international operations for South America before he became CEO of LAN Perú last summer. "My previous title sounds much grander than the one I hold today, but I directly oversaw only the commercial and strategic aspects of the business. I didn't oversee operations, finance, or HR, and I had a staff of almost 100," says Goldstein. "I now define business domestically and operate our domestic, South American, and international flights." Following LAN's merger with Brazil's biggest airline, TAM, last year, he now manages TAM's operations in Peru, too.

Before joining LAN in 2009, Goldstein worked as an associate principal at McKinsey & Co., Accenture, and Volkswagen. Those positions took him all over South America, to the United States, and as far as Spain and Bangladesh, working and living in more than six countries.

When McKinsey offered to pay for his MBA, Goldstein saw it as opportunity he couldn't pass up, especially because he had his heart set on Berkeley. "I asked around the office where my colleagues had gone for their master's and I remember this one man had the biggest smile when he talked about the university," he says. "Berkeley afforded me incredible opportunities for growth on and off campus."

During his time in Berkeley, Goldstein taught business administration classes to undergrads and speech leadership to MBA students, worked as a Haas ambassador for international students, and landed a summer internship at Goldman Sachs.

"I learned there are a lot of ways to do business, with a lot of different people, and to enjoy the journey as much as the destination," Goldstein says. "It comes down to people. After all, that is why we are here." —Martin Haro



# The Campaign for Haas

## ASK THE DONOR

### Land of Wine and Banking

Blending Three Businesses

**Vic Trione, MBA 70**, has cultivated success in three closely intertwined industries in Sonoma County: wine; real estate; and banking. After earning his MBA and serving in the Navy, Trione and his brother, Mark, co-founded a real estate development company. As they bought and sold land, they began planting and selling grapes and eventually launched their own Trione label. In 1983, they joined a third partner to open Luther Burbank Savings, a local bank with profits for 30 years, eight branches, and a new Santa Rosa headquarters. Trione recently established a fellowship to help Haas attract the most talented students and assist them in covering the costs of an MBA.

#### How did you get into real estate?

After my sophomore year in college, I started selling real estate. I graduated from Stanford with one more year of ROTC and continued at Berkeley. After getting my MBA, I served two years in the Navy on an ammunition ship off the coast of Vietnam. When I got out of the Navy, I interviewed for a training program with a large bank. They wanted me to commit to two years, but I was anxious to get out on my own. So I started Vimark with my brother (a UC Davis agricultural economics graduate).

It was just the beginning of the vineyard orchards. We bought small parcels of prune orchard, took out the prunes, sold some, and then refinanced. At the same time we began developing single-family residential projects in the Sonoma County area. We provided venture financing for home builders in Northern California.

#### How did wine enter the mix?

We started selling most of our grapes to Geyser Peak Winery. In 1982 the winery came up for sale. The owner made us an offer we couldn't refuse. The hard part was turning the reputation of the winery around. When we bought it, it was selling a four liter wine in a box. We concentrated on premium wine to enhance the reputation.

#### How about banking?

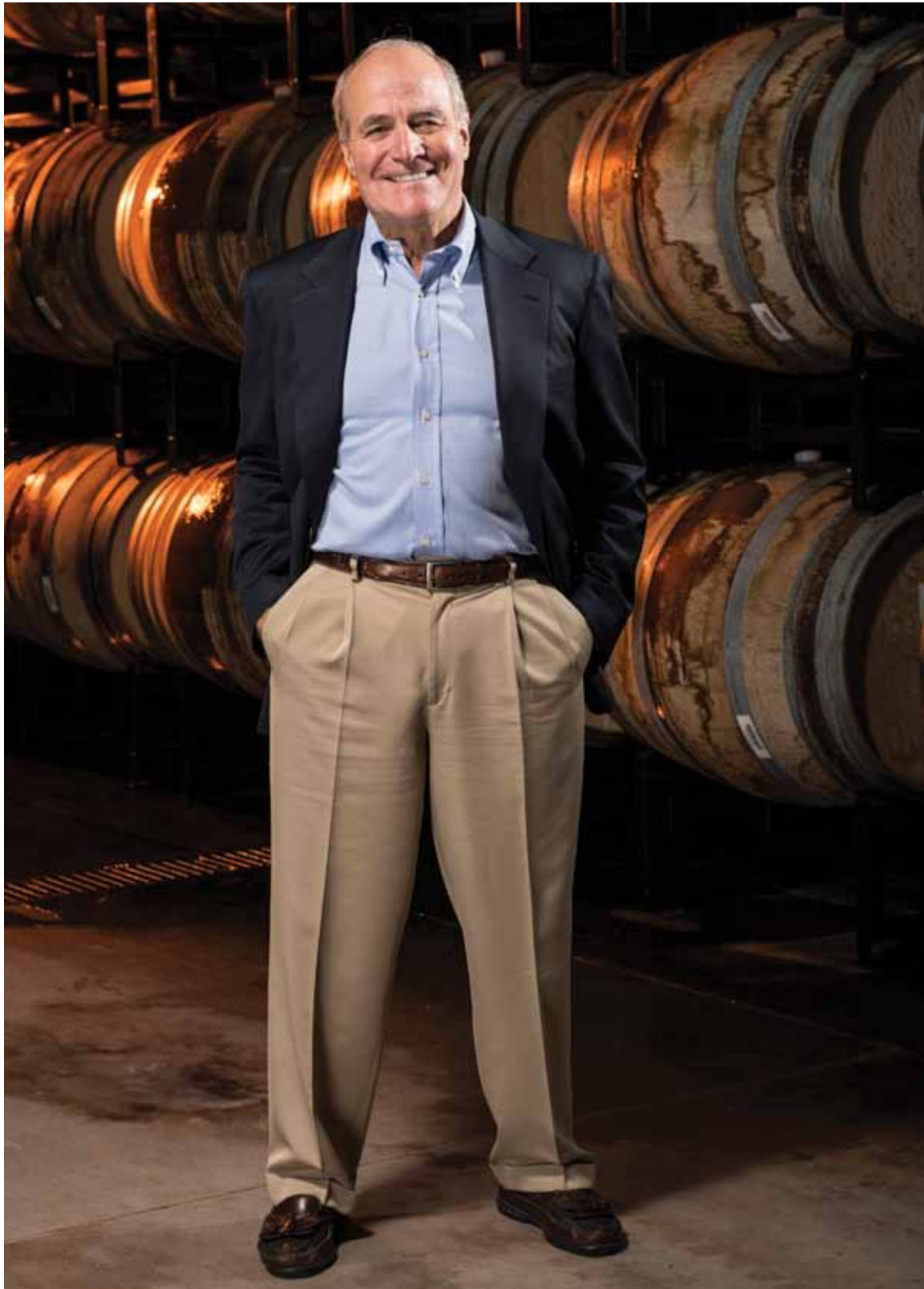
I was always interested in finance and became a founder and director of Sonoma County Savings in the mid-1970s. I saw that a local company who knew the market and was nimble and responsive would have a niche. In '83, I hired a president and we opened in October with seven employees. We put a big ad in the paper for a 10 percent, six-month CD. Can you imagine that now?

#### What are the qualities of a successful entrepreneur?

A good entrepreneur is creative and willing to take a chance. First you should do your homework but then act quickly and decisively. You should also surround yourself with smart people but keep control. And above all else, persevere.

#### How did your father, Henry Trione, BS 41, also a very successful businessman, influence you?

Integrity was the most important thing he taught us. He taught us to do the best with what you have to work with, and work hard. He also said, "Give back to the community and the institutions that helped shape your success."



PHOTOGRAPH BY KARL NIELSEN



Learn more about the Young Entrepreneurs at Haas Program at [haas.berkeley.edu/yeah](https://haas.berkeley.edu/yeah).

## Grooming Young Entrepreneurs

David Eckles, MBA 73, gives \$1 million to boost Haas programs for under-resourced youth



Haas alumnus and longtime Berkeley booster **David Eckles, MBA 73**, has given \$1 million to the Haas School to expand its successful mentoring program for under-resourced youth.

Eckles' gift creates an endowment and provides funding for startup operations for the new Office of Pre-College Programs in the school's Undergraduate Program. The mission of the office is to create a stronger, clearer path to college, and Haas in particular, for under-resourced youth, building on the success of the school's 23-year-old Young Entrepreneurs at Haas (YEAH) mentoring programs for middle school and high school students. YEAH will be one of several programs operated under the new office.

Eckles' gift also is creating a \$100,000 Diversity and Social Impact Fund for smaller projects proposed by different Haas School units and student groups to enhance the diversity of the Haas community.

Eckles is president of the Blueprint for Communities Foundation, a private foundation providing micro-grants to individuals and small nonprofit organizations in need. He is also a retired founder and CEO of Helm Financial, one of the largest privately held rail equipment lessors in North America. In addition to giving to YEAH, he has been a generous supporter of

Cal Athletics and Cal Performances.

"YEAH has been a very, very successful program. It has impacted the lives of a tremendous number of inner-city youth, some of whom have never ridden BART, don't know how to use an ATM, or don't know where their next meal will be from. They need a helping hand, and this program provides that," says Eckles, who was recruited by former Dean Ray Miles to serve on YEAH's first board in 1997.

"The new Office of Pre-College Programs will better integrate YEAH into the undergraduate curricula and give it greater visibility to enlist corporate sponsorships in regards to after-school programs and summer jobs," Eckles adds.

Students who participate in YEAH programs typically are the first in their families to attend college, live in low-income households, attend public schools, and earn average grades. The program boasts an impressive record, with 100 percent of students who complete the program graduating from high school and going to college.

To develop new programming, the Office of Pre-College Programs and Undergraduate Program staff are teaming up with Haas Senior Lecturer Sara Beckman to employ techniques from her MBA-level Problem Finding Problem Solving course.

MBA students will lend their expertise this semester when their Design and Innovation Strategy Club will hold a one-day open innovation workshop to attack this question for YEAH: How can we equip under-resourced young people with skills, information and opportunities to succeed in a world of college and beyond? The goal is to launch a few pilot projects in fall 2013.

"Undergraduate and MBA students already serve as YEAH mentors, but we believe there are many other ways we can tap their knowledge and enthusiasm," say YEAH Executive Director Jennifer Bevington. "David Eckles' generous gift enables us to work more closely across Haas to expand our work with under-resourced youth."

**UPCOMING EVENTS**  
[haas.berkeley.edu/events](https://haas.berkeley.edu/events)

**Berkeley Angel Network**  
**April 10**  
Palo Alto

**MBA Reunion Weekend**  
**April 25-28**  
Berkeley

**Annual Alumni Conference**  
**April 27**  
Berkeley



**Haaski Golf Tournament**  
**May 13**  
Oakland



**Alumni Weekend in London**  
**May 31-June 2**  
London

**Homecoming**  
**October 4-6**  
Berkeley

**12th Annual Haas Gala**  
**November 15**  
San Francisco



**Big Game**  
**November 23**  
Palo Alto

You don't need to be in the Bay Area to continue learning from Berkeley-Haas. Remain a "Student Always" online through videos of faculty and speakers at [insights.haasalumni.org](https://insights.haasalumni.org).



# Haas **Worldwide** Events



Get involved with an alumni chapter in your area: [haas.berkeley.edu/alumni/community/chapters.html](https://haas.berkeley.edu/alumni/community/chapters.html).

**EVENT All-Alumni Conference**



## And the Band Played On

### Celebrating Haas at the Gala

The Cal Band made an energetic surprise appearance at the 11th annual Haas Gala Nov. 9 in San Francisco. The dinner honored individuals in the Haas community who exemplify the school's Defining Principles: Business Leader of the Year Janet Yellen, vice chair of the Federal Reserve Bank and a Haas professor

emeritus; Leading Through Innovation Award Recipient Patrick Awuah, MBA 99, founder of Ashesi University in Ghana; and Raymond E. Miles Service Award Winner Ann Hsu, MS 91, MBA 98, CEO of Rivalwatch (Shanghai) and president of the Haas Alumni Network Shanghai Chapter.



#### Haas Gala

- 1** Patrick Awuah, MBA 99, founder of Ashesi University, and Dean Rich Lyons.
- 2** Janet Yellen, Federal Reserve vice chair and Haas professor emerita, with JoAnn Dunaway, MBA 92.
- 3** HAN Silicon Valley Chapter of the Year.
- 4** Ann Hsu, MBA 98, with her Miles Service Award.
- 5** Holly Peth, Michael Hegseth, Danielle Bortoli, all BS 10; guest Daniel Drexler; Brian Collins, BS 10; and Alex Kaplan, BS 10, below.
- 6** Maiken Moeller-Hansen and Emily Walling, both MBA 08.
- 7** Barbara Desoer, MBA 77, and Marc Desoer, MBA 76.

#### HAN SF Coolest Startup

- 8** Adele and Doreen Bloch, BS 09, with chapter President Aaron Mendelson, MBA 02.
- 9** HealthyOut CEO Wendy Nguyen, BS 02, Coolest Startup of the Evening.

#### Las Vegas Chapter

- 10** Theodore B. Lee (seated), JD 59, MBA 66, receives the 2012 Las Vegas Chapter Alumnus of the Year Award. Standing: UC Berkeley Major Gifts Director David Nakayama; Devon Wilson, BS 11; Doris Lee; Dan Asera, BS 69; and Nick Thorsch, BS 05.

#### >play Conference

- 11** Keynote speaker Shiva Rajaraman, director, Google/YouTube.
- 12** Co-chairs Elsie Meyer-Brandt and Gilad Bonjack, both MBA 13.

#### Old Blues Luncheon

- 13** Bill Callender, BS 52, and Ronald Richards, BS 49.
- 14** Irwin Gibbs, BS 47.
- 15** Mimi Knox, BS 50; Gus Perscheid, BS 50 (Engineer); and Noreen Perscheid, BS 49.

- 16** Leo Helzel, MBA 68, holds a photo of Haas presented in honor of his 95th birthday.

- 17** Deans Ray Miles, Earl "Budd" Cheit, Rich Lyons, and Bill Hasler.

- 18** The California Golden Overtones entertain with a Cal song.

#### NY Chapter Relaunch

- 19** Stefanie Fischel, MBA 00, and Bruce Kirton, MBA 91.
- 20** Jeanne Washington, MBA 00, and Gary Duong, MBA 09.

#### Silicon Valley Networking

- 21** Sam Filer, MBA 12, and Arun Shekar, EW MBA 12.
- 22** Maya Tobias, MBA 14; and Tammy Guo and Molly Bode, both MBA/MPH 14.
- 23** Tara English, MBA 13, and guests.
- 24** Brad Layous, MBA 12, and Maya Pandya, MBA 11.



# Haas Alumni Notes

## CONNECTIONS The Power of the Haas Alumni Network

### Racing into Entrepreneurship

#### STEVE HERRICK, BS 60

##### Principal, The Herrick Fund and Continental Capital Corp.

Steve Herrick worked as an industrial engineer after graduating from Haas in 1960. But in his spare time he liked to race Porsches, a hobby that eventually grew into the first American company specializing in Japanese auto parts.

He built the business until 1985, when he sold it and began a career in venture capital. Separately he started the Herrick Fund, a foundation to benefit education at Cal and Stanford. He realized that his Japanese connections provided an opportunity for business professors to learn more about the then-soaring Japanese economy. Herrick began organizing trips to Japan, where faculty met with Japanese business leaders.

Several years later he founded the Haas Academic Research Foundation to benefit the Haas School. In need of a chief financial officer, he searched the Haas Alumni Network and hired Karisa Chin, BS 85. "Karisa makes life easy. You give her an assignment and know it's going to be done accurately and early," says Herrick.

The foundation aided Haas until it closed in 2009, but Chin continues to work on the still-active Herrick Fund, which just last year gave \$35,000 to the UC Berkeley Skydeck Accelerator (see page 8 for more on Skydeck).

Skydeck's cross-disciplinary approach to entrepreneurship is one major reason why Herrick is supporting the startup accelerator, a collaboration that includes Haas and the College of Engineering. "I think the need for business and engineering to work together to create a successful company is paramount," says Herrick.

Herrick should know: He currently runs Continental Capital Corp., a venture capital firm in Menlo Park that has funded such companies as E\*TRADE and Granite Computer Products (a Cal startup).

"I like working with people in startups," he says. "It's great when they really hit something and you see them multiplying in size."  
—Mandy Erickson

### CPA Startup

#### KARISA CHIN, BS 85

##### Co-founder and Partner, Devereaux, Kuhner & Chin

Karisa Chin, BS 85, founded her own accounting firm partly to indulge her love of working with startup companies. "It's exciting to watch them grow and succeed," she says. "You grow together."

Chin had been working as a partner at Eichstaedt & Devereaux in San Francisco and Menlo Park for five years when the firm decided to focus exclusively on the higher-end market. "Working with startups didn't fit into that," Chin says. So she and two other partners left the firm to form Devereaux, Kuhner & Chin in 2010, with offices in San Francisco and Menlo Park.

Most of their clients moved with them, including Steve Herrick, BS 60, who found Chin back in 2002 through the Haas Alumni Network. "A love of working with startups is something we share," Chin says of Herrick.

Chin's biggest client is an entrepreneur who started his own firm—evidence that startups and higher-end clients are not necessarily mutually exclusive, Chin notes. "Startups can grow into the higher-end market, or higher-end clients can start their own companies," she says. "There is a lot of satisfaction in helping and advising clients as they become successful."

Chin also has enjoyed sharing her expertise with Haas, including participating in a panel discussion in Professor Emeritus Alan Cerf's tax accounting course. "His class was what got me interested in becoming a tax accountant in the first place," says Chin.

She credits Herrick, meanwhile, with helping her deepen her connections to Haas. "I had always thought it would be nice to help out Haas more than the annual contributions I made, but I didn't know how to go about it," Chin says. "Steve pulled me into some alumni events and led me to become more involved."  
—Mandy Erickson

### UNDERGRADUATE

#### 1951

**Hugh Gordon**, a resident of New Zealand for 40 years, writes, "Greetings and best wishes from the South Pacific. I most appreciate the opportunity to keep in touch with Cal and the Haas School through the magazines and the Internet contacts. Always proud to tell people that I was privileged to attend and graduate from our great university. The outlook on the American scene and how New Zealand perceives America is an ongoing revelation. Though now a Kiwi by choice, I am still a Yank and Cal Bear at heart. Boy, I had to field a lot of questions about the US electoral college this year. At 85, I am enjoying the rewards of retirement overlooking Tasman Bay in the small village of Mapua at the top end of the South Island. Come to this beautiful country for a holiday. You won't regret it. Kind regards to all who read this."

#### 1954

**Bud Henry** writes from Orange County, "Can't believe it has been 15 ½ years since I retired from Santa Ana College after a rewarding career as a professor of marketing. Time sure flies when you are having fun. Life is enjoyable spending time traveling, playing tennis, and volunteering in the community. In the past year, my wife and I went on three cruises and my volunteer activities include feeding the homeless at Mary's Kitchen, conducting tours for high school students at the Civic Center courthouse, volunteering at a convalescent home, and various ministries at my church."

#### 1956

**Ronald "Bud" Figel**, of Denver, writes, "I just wrote my biography after I celebrated my 80th birthday. My three stores were

sold and are now Sports Authority stores. I am now retired from a final career in real estate. Most important, I have four married sons (all professionals) and nine grandchildren."

#### 1960

**Gordon Greenlee**, of Walnut Creek, Calif., writes, "Enjoying retired life with my wife and our five children, who all live within easy driving distance. I regularly attend functions at Cal, especially basketball, football, and rugby games. My youngest son just spent the last year and a half working for Webcor Builders as a project manager on Memorial Stadium, so I was able to watch the progress and completion of our beautiful renovated stadium. I enjoyed a recent trip, with alumni friends, to Columbus, Ohio, to watch our teams participate in exciting rugby and football contests. Most recently I enjoyed the Old Blues lunch at Berkeley-Haas and had the pleasure of sitting with Tenny Frost, executive director of Alumni Relations and Development."

**Gary Rinehart** writes, "I was in business administration in order to study accounting—my father was a CPA and I'd need a job after the GI Bill ran out. I was lucky to have excellent professors like Alan Cerf. My ambition to



Gary Rinehart, BS 60, celebrates his 50th anniversary with wife Sharon.

be a lawyer became possible with the 'scholarship' I obtained by marrying Sharon, who worked to put me through Boalt. After 40 years specializing in eminent domain I closed my law office. I now take a few cases, and I've gone back to my piano. My first novel will be published this year. Please visit my website for news about that, about my career in the law and about my music—www.garyspiano.com. I thank Haas for including me among the 'Old Blues.'"

#### 1962

**Paiboon Bencharit**, of Bangkok, Thailand, owned a fiberglass boat building business in Pattaya and a rice importing business in Hong Kong. The boat building business has been transferred to two daughters for continuity, and the rice business sold to staff members.

#### 1964

**Grant Wong**, see MBA 1976 notes.

#### 1965

**Vijay (Pandit) Kumar**, of Mountain View, Calif., writes, "I am a shareholder and on the Board of Advisors of InternetSpeech of San Jose. Their sales in the United States are static, but they are performing better in India, Thailand, and Saudi Arabia, and expect sales in African countries. My daughter, Amba, continues to sell properties in Santa Cruz, Calif. My 4-year-old granddaughter, Linden, is a joy to the whole family. My son, Jay, is now married to Alyse. He is an engineer with SolarCity, which had a successful IPO in December. Jay and Alyse moved from the Bay Area to Los Angeles in October 2012."

#### 1969

**Daniel Asera** presented the Berkeley-Haas Las Vegas Chapter's first Alumni of the Year Award to **Theodore B. Lee, MBA 66, JD 59**, president of the

Urban Land Co., a privately held real estate investment and development firm in San Francisco and Las Vegas, and chairman of the Eureka Casinos of Las Vegas and Mesquite, Nev. In 2011, Ted and Doris Lee donated \$15 million to the University of Nevada, Las Vegas College of Business, which has since been renamed Lee Business School. Most of the donation will endow 10 professorship chairs. At Cal they have endowed professorship chairs at the Boalt Hall School of Law and the Haas School of Business. The award was presented during a private ceremony Nov. 17. Also attending were Leslie Kanberg, Haas alumni relations director, and David Nakayama, development director of the graduate division at UC Berkeley. David presented Ted with a first edition Mark Twain publication on behalf of the graduate division's Dean Andrew Szeri. The Las Vegas Chapter was officially chartered May 19, 2012, at the LVH Las Vegas Hotel & Casino. Please visit the chapter website, <http://lasvegas.haasalumni.org/>

**Steven B. Turover**, see MBA 1978 notes.

#### 1970

**Michael Marini** writes, "Like you I spent my formative years at Cal and the business school. I would like to briefly introduce you to Seaward and its parent organization/foundation 'Call of the Sea.' It is a unique educational foundation that inspires over 5,000 school-age children each year from around the greater Bay Area to realize their full potential. If you have an interest in learning more or exploring what you might do to add value to our program please contact me for further information. Someone important once said, '...what truly moves the world are small groups of inspired and impassioned people



Michael Marini, BS 70, sails the bay with the Call of the Sea educational foundation.

with a vision. Large groups rarely achieve real results.' Please contact me to learn more (Calfan70@earthlink.net). Come join the fun!"

#### 1974


**Brad Elledge** writes, "Gave up on migrating back to California in 2004. Settled in Frisco, Texas, in 2006 after stops in Cincinnati, Cleveland, Phoenix, Tucson, and Knoxville, Tenn. Seems like a fortuitous choice given the state of affairs in California. Happily married to my wife of 28 years. Kids: two domestics (biological, out of college and in careers in social work and McKinsey Consulting) and two imports (adopted from Vietnam as infants; both in college). Grandparents for the first time this September. Continuing my 20-year run as a manufacturing executive in the packaging printing industry. In excellent health and doing better than I deserve. God's been kind to my irascible self."

#### 1976

**David Glanz** writes, "Commercial real estate development has picked up dramatically in New York — my law partners and I are very busy on a number of projects, representing lenders, developers, investors, and major tenants. Some of the projects are new condominium developments in Tribeca and other



# Haas Alumni Notes

 Find both Haas and Cal alumni in the new @cal Alumni Directory: [cal.berkeley.edu](http://cal.berkeley.edu)

## ALUMNI AWARDS AND ACCOLADES

### Two Alumni Named Most-admired CEOs by *San Francisco Business Times*



**Joy Chen, BS 87**, of Yes To, and **Andy Kurtzig, BS 94**, of Pearl.com were among the 15 winners of the *San Francisco Business Times* 2012 Most-admired CEOs Award.

Chen, who won in the small business category, became CEO of Yes To in 2009 after serving as the vice president and general manager of Clorox's Laundry Strategic Business Unit. Yes To markets natural skin and hair care products made from organic fruits and vegetables under the Yes To Carrots, Cucumbers, Grapefruit, Blueberries, Tomatoes, and Baby Carrots brands.



Joy Chen, BS 87, above and Andy Kurtzig, BS 94

In Chen's first two years as its leader, Yes To flipped from negative cash flow to positive, grew its top and bottom lines, and quadrupled its revenue, now at \$50 million. Yes To also operates a nonprofit organization, which awards grants to schools in the U.S. and Africa enabling them to plant gardens that will feed thousands of students.

Kurtzig, who was chosen as the rising star winner, created his first company, Anser Corp., which produced calendar automation software for newspapers, while still a student at Haas. In 2003, he founded JustAnswer.com, now Pearl.com, a company that offers interactive online professional advice to consumers—for a price—from more than 10,000 professionals, ranging from doctors and lawyers to mechanics and computer technicians. Pearl.com earned \$85 million in revenue in 2011, recently closed a Series A funding round of \$25 million, and currently has 150 full-time employees.

### Plasser of eBay Makes Silicon Valley 40 Under 40 List

**Chris Plasser, MBA 04**, head of product at RedLaser, part of eBay mobile, made the "40 under 40" list compiled by the *Silicon Valley Business Journal*.



The honorees on the list were nominated by their peers and selected by a committee to represent the best of Silicon Valley. Plasser, who hails from Austria, joined eBay to work at PayPal on new payment solutions, including mobile transactions. For the last year and a half, he has been overseeing a startup-like team of 19 employees, including product managers, designers, and engineers, on cutting-edge mobile shopping experiences. He has grown use of RedLaser from 13 million to 22 million users in one year.

### Alum's Firm Makes Top 100 Advisor List



The Advisory Group, a wealth management and 401k advisory firm in San Francisco led by alumnus CEO **Greg Patterson, MBA 00**, was named in *Register Rep* magazine's 2012 "Top 100 Registered Investment Advisors" list.

The ranking was based on total assets under advisement, breadth of service offerings in areas such as financial and retirement planning, and other factors.

Patterson joined The Advisory Group of San Francisco in 2000 after graduating from Haas. The firm, which advises nearly \$1 billion in assets, specializes in strategy for personal wealth clients and building institutional-quality 401k plans for corporations and non-profits. Patterson, a longtime Haas Fund volunteer, also has worked at Callan Associates; SEI Investments in Buenos Aires; and at a branding and communications firm in Spain.

## UNDERGRADUATE cont.

hot Manhattan neighborhoods. Worked around the clock December through January representing the developer and a major public institution in a new multi-use development in Harlem, based on a long-term ground lease from the city and state as land owner (and economic booster). My wife's fine jewelry business grows and has been doing very well selling at the high end (and not the relative middle, which is interesting). Certain prestigious retailers around the United States (including San Francisco and Palo Alto) have a market of retail customers that have the ability to spend very substantial sums on family gifts. The economy may be quirky, but some parts are certainly doing very nicely. (And happily so.) All the best and Happy New Year!"



Kathleen (Schimandle) Wright, BS 76

**Kathleen (Schimandle) Wright**, of Santa Clara, Calif., writes, "Embarked on an 'encore' career as an estate and philanthropy planning attorney on October 1, after 12 years as a fundraiser at American Red Cross. Practicing law again is somewhat like riding a bicycle, especially in the estate and gift tax area as I am learning with all my colleagues about the new exclusion limits. An important insight I discovered in my Red Cross work is people are much more comfortable in their own environment, whether home or office.

Taking a page from the Old West, my motto is 'Have laptop, will travel,' and I set up appointments in homes, offices, and via Skype. Older son, Curtis, graduated UC Santa Barbara in June after nine months at University of Leeds, England. Younger son, Logan, is third year at Sac State. Still waiting for first trip to Rose Bowl. My father (BSME '53) saw the Bears last appearance in 1959."

### 1979

**Brian Purcell**, see 1986 MBA notes.

### 1980

**Gordon Brown** writes, "After 32 years in technology, including 20 years in Asia and Europe, my wife, Jennifer, and I have happily returned to San Francisco. We attend as many Cal football and basketball games as we can and look forward to what should be an interesting offensive display next year in Strawberry Canyon. I have just joined SoFi, in the Presidio, where we are doing our part to correct the broken student loan market by connecting alumni investors with students and recent grads of their alma maters. Students get lower loan rates, and alumni investors receive a financial as well as a social return. It's good to be back. Go Bears!"

### 1982

**Lori Quitquit-Hoffman** completed her Executive Coaching Certification training with Envision Global Leadership in 2012. She will become certified as a coach with International Coaches Federation early this year. Lori has been practicing in the HROD field for over 30 years since graduating from Haas. She continues to pursue her passion for helping leaders to realize their full potential on pursuit of positive ends. She lives in Northern California with her family.



Steven Addis, BS 83

### 1983

**Steven Addis** writes, "Since leaving Haas and spending four years in brand management at Clorox, I've run the branding firm Addis Creson in Berkeley. We focus on brands that create positive change in the world—like Kashi, Environmental Defense Fund, Revolution Foods, and Sungevity. I ended an exciting 2012 that included doing a Ted Talk, seeing our 'Thanks to Berkeley' campaign idea get closer to reaching its \$3 billion goal, helping the BAM/PFA (as a trustee) to get closer to the groundbreaking of a new museum in downtown Berkeley, and enjoying my family (daughter 16, son 12). I'm looking forward to a great 2013."

**Bret Lawson**, of Phoenix, is president of the Financial Executives International Arizona chapter. He is a licensed CPA and has held various CFO roles.

**Mitch Rosenberg** was recently recognized in the *Pacific Coast Business Times* "Who's Who of Insurance and Health Care," and his firm, MDR Insurance & Financial Services was recognized as one of the "50 Fastest Growing Firms" in the tri-county area. Mitch became a CPA at Price Waterhouse after leaving Cal, and then entered the financial services industry 27 years ago. He works with professionals, business owners, and high net-worth families with their protection, accumulation, business exit, estate, and legacy planning needs. Mitch lives and works in

Thousand Oaks, Calif., with his wife, Melanie, 17-year-old twins Andy and Paige, and oldest, Ashley, who is in pre-med at UCLA. (He writes, "It is not Cal, but, hey, at least it isn't USC or Stanford.") Mitch would love to catch up with fellow alums at [mdrosenberg@eaglestrategies.com](mailto:mdrosenberg@eaglestrategies.com) or by phone, 805-494-4525.

### Andrew Shapiro

president and portfolio manager of Lawndale Capital Management, has been named to the 2012 National Association of Corporate Directors (NACD) Directorship 100. The NACD Directorship 100 recognizes the most influential leaders in the boardroom and corporate governance community. Lawndale is a San Francisco Bay Area-based investment advisor that has managed activist hedge funds focused on creating and unlocking shareholder value in small- and micro-cap companies for more than 19 years. Outside of work, Shapiro also recently joined the board of the Mill Valley Library Foundation.



Andrew Shapiro, BS 83

### 1985

**Bill Koefoed**, see MBA 1994 notes.

### 1987

**Jennifer (Farrell) Guttman**, of Mercer Island, Wash., continues to run the tax practice she opened in 1993. She travels to the Bay Area to meet with California clients about four times a year. She is also raising three

children and volunteers on local boards sharing her accounting skills. She writes, "Coached soccer for the past nine years and thinking about retiring from that soon. Still have fond memories of playing soccer in pick-up games outside of Barrows Hall."

### 1988

**Mark Coker**, of Los Gatos, Calif., writes, "Smashwords, the ebook publishing and distribution startup I founded in 2008, closed out 2012 with another record year. Our 50,000 authors released nearly 100,000 self-published ebooks in 2012. We ended the year with 19 employees, up from 12 in 2011 and three in 2010. The business is profitable and was bootstrapped without VC funding. We're pleased to play a role in helping to democratize book publishing so that any writer, anywhere in the world, has the freedom to publish and distribute an ebook at no cost. Every day I thank my lucky stars for the great education I received in the undergrad business program at Cal (back before it was called Haas)."

**Scott Sachs**, of Los Angeles, writes, "Effective Oct. 1, J.H. Cohn LLP and The Reznick Group combined to form CohnReznick LLP. We are now the 11th largest public accounting firm in the country. Our combined firm has more than \$450 million in revenues, 280 partners, and 2,000 employees practicing in 25 offices throughout the United States. I am excited to continue my role in CohnReznick as managing partner, Southern California."

### 1992

**emael (Ernesto Arellano)** is a San Francisco-based curator, performer, and writer. Since completing his MFA degree at the San Francisco Art Institute, he has shown work at Bay Area arts organizations



emael, BS 92, celebrates his 43rd birthday with family

such as Artists' Television Access, Galería de la Raza, Southern Exposure, The Lab, Luggage Store Gallery, Yerba Buena Center for the Arts, Headlands Center for the Arts, MACLA, SomArts, Queen's Nails Annex, Triton Museum of Art and the Oakland Museum of California. His forthcoming project is "ArtStar," a first Thursday of the month art event in San Francisco. To learn more, visit [Facebook.com/ArtStarSF](http://Facebook.com/ArtStarSF).

### 1994

**Shu Kurosaki**, of San Jose, Calif., is back in the life sciences industry as vice president of finance at Reset Therapeutics. He and his wife, Vera, and daughter, Arisa, have welcomed a new family member—Alex.

### 1996

**Eleen (Hsu) Agustin** writes, "2012 was a big year for us—my husband **Jimmy Agustin, BS 98**, and I welcomed our first baby to the family! Zoe's now four months old and makes us so happy, loss of sleep notwithstanding. We're delighted and amazed to watch her grow and discover new things on a daily basis, and we finally understand why



Eleen (Hsu) Agustin, BS 96, with husband Jimmy and daughter Zoe

parents post so much about their kids on Facebook. Modern Mouse, my shop in Alameda, also had a big year. We celebrated its three-year anniversary in November, and it won two "best of" awards in our local Alameda Magazine: Best Gift Shop, and Best T-Shirts. Here's to more to be grateful for in 2013! Go Bears!"

### 1997




Olivia Chen, BS 97, with her son in Lake Tahoe.

**Olivia Chen**, of Palo Alto, Calif., is director of marketing at My Blue Dots, a nonprofit that fuses art and science to pay tribute to cancer warriors, supports cancer research, and is committed to finding a cure for cancer. She writes, "We moved back to the Bay Area two years ago and love the sunny and wholesome lifestyle here. We spent 3 ½ years in Shanghai, China, where I was senior product



# Haas Alumni Notes

 Use the new @cal Alumni Directory as a complement to LinkedIn: [cal.berkeley.edu](http://cal.berkeley.edu)

## UNDERGRADUATE cont.

marketing manager at Clinique. The Haas community is quite strong in Shanghai. We definitely miss our Haas get-togethers with **Ann Hsu, Laurie Yan, Justin Lam, James Eron,** and **Louisa Shen**. It was good times.” Before relocating to Shanghai, Olivia was based in New York as a presidential management associate in global marketing with Origins Natural Resources and Donna Karan Cosmetics. Olivia has a son in kindergarten and enjoys yoga, biking, and baking in her spare time.

**Monica Ramani** writes, “Happy New Year Golden Bear family! I transferred from MSCI New York to our San Francisco office in mid-2011. I had an amazing 2012 and many of the memories were celebrated with fellow Haas alumni friends, including wine tasting in Napa, skiing in Tahoe, and indulging in several new restaurants and wine bars. To counter it all, I also completed two half marathons, which were fun challenges and a beautiful way to take in all the Bay Area has to offer. Haas and the connections I made here are both key reasons I returned to San Francisco from my hometown, New York, and I look forward to the adventures and memories that 2013 has for us together. I just wish the two coasts were closer so visiting family didn’t take as long!”

### 1999

**Anthony Chang**, of Mountain View, Calif., writes, “I recently launched Kitchen Table Advisors (<http://kitchentableadvisors.org>), a nonprofit that helps sustainable small farms become sustainable businesses. Over the last 10-plus years, I have been working for social change and helping small businesses via microfinance

at Opportunity Fund and supporting sustainable agriculture with California FarmLink, two nationally recognized community development nonprofits. I’m very excited to launch Kitchen Table Advisors and follow in the footsteps of other Haas alumni who have dedicated themselves to a career of social change.”



Lily Dawis, BS 99, after a singing and teaching session in an enrichment house for underprivileged kids in Indonesia.

**Lily Dawis** writes, “An eventful year 2012 has been! My family recently welcomed another bundle of joy, so I am now a very blessed mother of three. In May 2012, I finally released ‘Bubbles of Love,’ an album and book for lovely children and families! The album (consisting of 14 original songs with music and lyrics composed and written by me) made history already as the first and only album (all 14 songs at once!) by an Indonesian citizen to be successfully copyrighted in the U.S. Copyright Office. Am so glad to have made the decision to publish ‘Bubbles of Love’ beyond the realm of my own little family, because almost daily I now hear from touched parents and children whose family times together have been made richer and their bond tighter by ‘Bubbles of Love.’ Additionally, to date, approximately 5,500 children in numerous preschools have made ‘Bubbles of Love’ part of their school day.

And to think that I almost did not publish any of the songs I wrote because they were born so privately and organically during the times I spend with my children. I do not know what next year will bring but for now, I just hope that my and many more families will be blessed with boundless ‘Bubbles of Love,’ and our children may grow smart, courteous, and happy.”

### 2000

**Will Edmonson** writes, “I recently joined Doll Amir & Eley LLP, a westside Los Angeles boutique law firm focusing on commercial, intellectual property, and entertainment litigation. Please feel free to contact me at [wedmonson@dollamir.com](mailto:wedmonson@dollamir.com) or at 310-557-9100.”

**Josh Gustin**, see MBA 2006 notes.

### 2004

**Aaron McDaniel**, of San Francisco, wrote *The Young Professional's Guide to the Working World*, published by Career Press, foreword by *New York Times* best-selling author Marshall Goldsmith. The book offers valuable advice for millennials on how to build the foundation for a successful career.

### 2005

**Karan Singh** writes, “I moved back to San Francisco this fall, and helped open up the West Coast office for Ginger.io. Happy to report we just announced our Series A financing—\$6.5 million from Vinod Khosla and the team at Khosla Ventures, along with participation from our seed investors, True Ventures. We’re excited to bring on board partners focused on true mentorship and equally committed to build a movement to change health care. Best part—we’re actively hiring for engineering and business development roles in both Boston and San Francisco (more here: <http://ginger.io/join-us/>). Thanks to all for the Cal love—from our early employees to our new customers, Berkeley has been critical to our growth.”

io/join-us/). Thanks to all for the Cal love—from our early employees to our new customers, Berkeley has been critical to our growth.”

### 2006

**Tony Lam** writes, “I recently moved back to Hong Kong to start a career in real estate consulting. There is still much to learn about the APAC real estate market. If anyone is planning a visit to Hong Kong, please don’t hesitate to contact me via LinkedIn.”

### 2009



Gricelda Gomez, BS 09

**Gricelda Gomez** writes, “After graduation from Haas in 2009, I was fortunate to move back to Southern California, live with my family, and work at Loma Linda University School of Public Health. I spent a wonderful three years there working for the school’s administration and on public health research. Now I have moved across the country to the other coast to study medicine at Harvard Medical School. I am happy to share this news with you and would love to connect with my fellow Haas alum in the Northeast!”



Peter Hurtubise, BS 12, at Oxford

### 2012

**Peter Hurtubise** is working toward a master of science degree at Oxford University. He writes, “If you are ever in the Oxford area, please free to contact me so that we can reconnect.”

**Tala Beigi** writes, “After arriving from my marketing internship in Singapore for Rocket-Internet GmbH, I began working for GameChanger Products as a marketing associate. This Alameda-based company uses entrepreneurial techniques to help companies find, build, and test breakthrough innovations. I am now living in Chicago until mid-March 2013 to test a new product in the market. This experience has been unreal and I have had an incredible time so far.”

**Nanxi Liu**, of Los Angeles, founded Nanoly Bioscience, a biotech company. Nanoly’s main product was named “Top Social Innovation” in the 2012 Intel Global Challenge. Nanxi also founded Enplug Inc. and is currently serving as its CEO. Enplug is building a network of interactive digital billboards.



Nanxi Liu, BS 12

### 2013

**Jayson Poon** of Berkeley, Calif., writes, “I am the designer-founder of Doodles, a social drawing iPhone app that I just launched. Check it out at [doodles.com](http://doodles.com).”

### MBA

#### 1962

**Don Fraser** writes, “My son, Craig Fraser, saw his first Cal football game when we beat Stanford with...THE PLAY! Returning to the new stadium with Craig and his son (our grandson) Hudson and another grandson, Charlie Knight, was a way of keeping the Cal ‘Connection’ in our family. Both grandsons are already talking about when they go to Cal.”



Don Fraser, MBA 62, shows Cal spirit with son Craig and grandsons Hudson and Charlie.

#### 1965

**Bruce Bruinsma** is CEO of Envoy Financial and serves on numerous boards with Christian leaders around the world helping them with “Business for Mission,” a term that describes the effort of mission organizations to integrate ministry goals and business goals to make an impact. He was involved in the Acts Thrift Store in Pasadena, Calif., and celebrated his 50th wedding anniversary. His daughter and son-in-law are The Money Couple, a couple featured on nationwide TV and radio programs focused on helping couples see eye to eye on money decisions. He writes, “Blessed to be active for so long.”

**Russell Kalmacoff** is still active in business and with Cal as president of the Berkeley Club of Canada. Forty alumni

gathered in Vancouver in March to meet Chancellor Birgeneau and Professor Nelson Graburn, a renowned circumpolar expert.

**Tom Kasten** writes, “For the past 12 years, I served on the Hillsborough (Calif.) City Council, holding the position of mayor of the Town of Hillsborough twice, most recently in 2011 and 2012. During my public service tenure, I also chaired the City/County Association of Governments of San Mateo County, served on the Housing Endowment and Regional Trust Board of San Mateo County, as well as the Peninsula Traffic Congestion Relief Alliance, and the San Mateo County Office of Emergency Services board. Earlier, I served four years on the Hillsborough Schools Foundation, the last year as president of the organization.”

#### 1968 45<sup>TH</sup> REUNION APRIL 25-28, 2013

**Arnfin Haavik**, of Asker, Norway, writes, “I am in good health and enjoy my regular tennis as well as playing the piano in a jazz band. I did spend some time with a student named Horray (maybe misspelled) from Colombia. If he reads this, send me an email to [tuhaavik@online.no](mailto:tuhaavik@online.no).”

**Marvin Lamoureux** of West Vancouver, British Columbia, writes, “Over the past few years I have reduced my international consulting activities and increased pleasurable travel with my wife, Irma. During 2012, I was in Burma/Myanmar reviewing the country’s technical education and vocational training sector for ORT (Washington, DC). Also, the University of Montreal had me conduct a detailed and comprehensive review of South Africa’s post-secondary ‘Green Paper.’”

#### 1969

**Linda Cyrog** of Orinda, Calif., writes, “After 25 years of climbing the corporate ladder and becoming the first female vice president at both McKesson and American President Lines, I did what many MBAs do—I became a consultant. It was a great run for 15 years, but I still could not retire. I now am the president of Coaching for Career Success, a company that specializes in supporting clients in the job search and career development process, including graduate admissions applications for the MBA. I have been married for over 40 years to Steve Giacomini, a USC MBA; we have two grown children.”

**Daniel Hake** is working as development engineer at Southwest Microwave in Tempe, Ariz. He writes, “Helping my boss develop a line of very small microwave connectors (needle size) that will handle signals to 60 GHz. I use 3D mechanical computer-aided design to create 3D models and assemblies and from these make engineering drawings for manufacturing. Celebrated my 80th birthday last August, and my 21st wedding anniversary with my wife, Charlotte. Since leaving Berkeley in 1969, moved to Prescott, Ariz., for my first wife, Nancy’s, health. Moved back to Los Angeles in 1978 and got into the computer-aided design world. Worked for McDonnell Douglas Automation, General Electric, and Rockwell. Nancy died in early 1989, so I came back to Arizona, went to work for TRW, helping design air bag systems for automotive use. Later worked on a program developing an inflatable seat belt. Met Charlotte through the Boy Scouts. As district commissioner, she was my boss, made sure I was properly trained and got good experience as a unit commissioner, and then allowed me to marry her. We are still

going strong. I am active in Freemasonry, have held all three dais leadership positions in York Rite, and am Wise Master of Rose Croix in Scottish Rite. In addition to my Berkeley MBA, I hold a BS in mechanical engineering from Lehigh University and an MA in vocational education from Northern Arizona University in Flagstaff. I have been a community college adjunct instructor in both California and Arizona.”

#### 1973 40<sup>TH</sup> REUNION APRIL 25-28, 2013

#### 1976

**Grant Wong** writes, “After 43 years of working at my old firm, Gayner Engineers, I retired in 2008. I am fortunate to have been able to work for one company continuously for that period, and Gayner Engineers has been quite involved with many of the buildings on the Berkeley campus as well as on LBNL and around the Bay Area at Stanford, UCSF, and other institutions and Fortune 500 companies. UC Berkeley’s Haas School of Business is one of my projects, which I enjoyed working on during Dean Raymond Miles’ time. Dean Miles also happened to be my MBA adviser. Just one year after my retirement, I went into John Muir Hospital for two spinal surgeries. The development of my condition happened quickly over just a period of four weeks. It started with numb fingers on my left hand, which spread to the right hand on the

second week. The surgeries were successful, but I have lost much muscle mass, and slight numbness still remains on both hands. But after a period of physical therapy I can do most everything without help and can drive and travel. I share this experience because my neurosurgeon said my condition was congenital and that 10 percent of Asians may have it. After my recovery, I traveled to Japan before the tsunami, attended my high school’s 50th anniversary in Hong Kong, cruised through the Panama Canal last year, and finished my first book (actually a translation) on management techniques of a very famous Chinese in the Three Kingdom Period. I keep my mind active by working on my new project on a solar power (nonphotovoltaic) electrical generation system. Maybe I can have LBNL help me on this one.”

#### 1977

**Joseph Carlson** writes, “I took a two-month holiday with my wife, Kathy, and our three youngest children, Michael (9), Andy (7), and Lily (5), in Puerto Rico. This past year has included being elected post commander of VFW Post 7829 in Monument, Colo., and being elected as the treasurer of the District 5 VFW Warriors. After 30-plus years in the private business world as an accountant and business owner, it is a positive experience to adapt the skills learned in the private sector into the volunteer ‘Service to Veterans’ environment.”



Joe Carlson, MBA 77, on a ferry to Fajardo



# Haas Alumni Notes

## MBA cont.

**Redge Martin**, of Oakland, Calif., writes, “Life seems pretty good. Our auction house, Clars, has had a couple of strong years because we were able to attract a real strong staff. My wife works part time with visually impaired infants. My son, Daren, is doing great in Atlanta with a website optimization firm. My daughter, Mariah, is the training director for Playworks, developing fitness programs for school districts nationwide. And lastly, we were lucky this year to buy a fabulous vacation home right on the Russian River (as long as the river doesn’t rise too much). The major distressing thing to me is that our country is becoming more divergent in income levels and seems to be failing to help the middle and lower classes with education, health, and other basic needs, which will hurt us all in the long run.”

**Craig Pynn**, of Walnut Creek, Calif., writes, “My book, *One Man’s Life-Changing Diagnosis: Navigating the Realities of Prostate Cancer* (New York, Demos Health, 2012), which chronicles my physical, emotional, and spiritual journey with advanced cancer, as well as the larger societal and economic implications of this all-too-common disease, received a 2012 Book of the Year Award in the Consumer Health Category from the American Journal of Nursing.”

**1978 35<sup>TH</sup> REUNION**  
**APRIL 25-28, 2013**

**Steven B. Turover**, spent 25 years at Fireman’s Fund, where he was a vice president of finance in both national accounts and surety, and as regional finance officer in Atlanta. Subsequently, he was CFO of a dot-com startup in Chicago. He retired to

Florida for a short while, and then became CFO of OHIC, a medical malpractice insurer in Columbus, Ohio. Following the sale of OHIC, Steve and his wife, Trish, settled in her hometown of La Grange Ky., where he took a management position with a large law firm. Trish and Steve will be traveling in their motor home following retirement this spring.

**1980**  
**Michaela K. Rodeno** writes, “With Domaine Chandon celebrating its 40th anniversary in mid-2013, I am hurrying to finish a half-written memoir spanning my own 40 years in the wine business. From my first job at startup Domaine Chandon in 1973, to being the CEO in 1988 of startup St. Supéry for 21 years, and now, semi-retired, serving on boards and running our family’s micro-winery Villa Ragazzi, it’s all been a wonderful ride. I’m hoping that some of the embedded lessons will help others avoid my mistakes, some of which would have gotten me fired in today’s less kind world, or maybe be inspired to try different ways of operating and leading. All I need is a title (*Fifty Shades of Grape* has been proffered), a good editor, and maybe even a publisher; suggestions welcome! Our daughter, Kate (28), earned an MBA from Rutgers and is climbing the corporate ladder in New Jersey. Son John (26) is a budding wine marketer; he’s always had an excellent palate. Husband, Gregory, continues to practice real estate, land use, and business law while managing our Oakville vineyard. Harvest 2012 in Napa Valley was spectacular. There won’t be long to wait for the first delicious whites and rosés, which will be out early in 2013. We have to wait patiently for the reds, but they’ll be worth it.”

**Ingrid Stange**, of Norway, has established a social innovation fund together

with Aung San Suu Kyi —The Aung San Suu Kyi World Freedom Fund. The fund aims at helping civil society and entrepreneurs build financially, environmentally, and socially sustainable business in countries in transition. ([www.worldfreedomfund.org](http://www.worldfreedomfund.org)). She writes, “We are looking for volunteers in the United States both for work within Myanmar and for fundraising activities.”

**1981**  
**Allen King**, of Berkeley, Calif., writes, “I celebrated my 60th birthday this year and my ninth year as co-owner and president of Excellent Packaging, wholesale distributor of bio-based food serveware, with a trip to Tuscany and Greece, my first three-week vacation since my 20s. It was fantastic. I am still teaching Israeli folk dance to children and adults, and serve on the board of a local nonprofit. My oldest son, three years out of college, is working at Accenture and just moved from the IT side of the business to management. He’s considering Haas when he returns to school for his MBA. My youngest son is the student manager of the University of Michigan NCAA women’s volleyball team and just went to Nashville for the final four. It felt good to see them beat Stanford in the Sweet 16 at Haas Pavilion earlier this month, the second year in a row that they kicked Stanford out of contention. My wife of 25 years, also a Cal grad, is an executive at Kaiser



Allen King (right), MBA 81, with wife Hannah and sons Avi and Arik

in Oakland, working to make health care more customer friendly.”

**Don Rath** recently joined Symantec Corp., a \$7 billion security, storage, and systems management solutions company based in Mountain View, Calif., as vice president, global tax. Prior to joining Symantec, Don was vice president, corporate tax, of Synopsys Inc.

**Linda (Wong) Verheecke**, formerly of Palo Alto, Calif., passed away Dec. 1 after a year-long battle with cancer. She met her husband, Bob, in the MBA program, and they were married after graduating in 1981.

**1982**  
**Peter Nielsen** writes, “This year I purchased an eight-unit apartment building in Richmond, Calif., and placed it under professional management. With interest rates and prices low, it is possible now to purchase cash-flow properties in the Bay Area, where previously it was necessary to go elsewhere to acquire properties that generate a positive cash flow from day one. There are good income property deals to be had right now, and I would be happy to assist others who would like to acquire profitable income properties in the Bay Area.”

**1983 30<sup>TH</sup> REUNION**  
**APRIL 25-28, 2013**

**Buzz Pedrotti** sends greetings to classmates, whom

he hopes to see at the 30th reunion in April. He writes, “Now retired after 35 years as a mechanical engineer and project leader at the Lawrence Livermore Lab, I am well rested and learning to balance industry and indolence, while looking forward to reestablishing contact with old friends. Go Bears!”

**1984**  
**Rod Becker**, of Berkeley, Calif., made a career transition to health care from financial services in mid-2012 when he joined Children’s Hospital Oakland on the electronic medical records implementation team for revenue cycle. He is leveraging his background in software applications training and data analysis as he learns the complexities of health insurance coverage. Children’s has a commitment to serving Alameda and Contra Costa counties’ under-18 population. Integrated software will help meet the challenge of balancing un- and under-insured claims with managed care/insured reimbursements.

**1985**  
**Marion Blaum McGovern** retired from her company, M Squared Consulting, but remains a director. She is an adjunct professor at the University of San Francisco School of Management and a director of CPP Inc., a psychometric publisher and the owners of the Meyers Briggs Type Instrument. She is also the vice chair of ReSurge International, a humanitarian organization that sends reconstructive plastic surgeons to help the poor around the world.

**Patrick Gravitt** writes, “I run the real estate department at Qualcomm Inc. in San Diego and have been with the company since 1995, after having spent the first 10 years after Haas mostly in real estate development. In the last few years at Qualcomm, I

have concentrated mostly on our international portfolio and spend several weeks a year overseas, mostly in China, Singapore, and India, but have visited about 40 countries overall. My wife, Sandra (since 1986), and kids (twins, 22) have gone with me on a few trips. My kids have caught the adventure bug; daughter just moved to China for some reason, and my son is making plans to move to Japan. For fun, I’m part owner of a bar in Solana Beach and play guitar in a punk band called Godspeed McQueen. Check us out on YouTube or Facebook. Turn your speakers to 11.”

**1986**  
**Paul DeMuro** writes, “Having received my master’s in biomedical informatics from the Oregon Health & Science University (OHSU) School of Medicine Department of Medical Informatics and Clinical Epidemiology in March 2012, I am now a National Library of Medicine post-doctoral fellow in the PhD program at OHSU, and special counsel with the Schwabe, Williamson & Wyatt law firm in Portland, Ore.”

**Brian Percell** writes, “I live in Sebastopol, Calif., with my wife, Jan, and two children, Luke (19) and Rita (17). I was recently promoted to senior vice president for wealth management at Merrill Lynch. I am a financial adviser at ML and love working with families for their retirement planning. If you are in the wine country please give me a call at 707-888-6278. I continue to run ultra-marathons and have added cycling as I get older. Last summer I rode 1,000 miles in the French Alps.”

**1987**  
**Steve Lear**, of New York, has been working at JPMorgan since 2008. He writes, “I find myself at the last of five companies since graduation. With ups and downs over 25 years,

there have been challenges we only dreamed of in school. But it’s been a good ride, and I hope I enjoy it for a few years more. Investing for clients through everything from Black Monday in 1987 to two burst bubbles to the post-Lehman world has been the best teacher a person could hope for. I’m trying to find a way to move to a new phase, where I can share what I’ve learned with the next generation of investors. It was fun to speak at the FAME IV conference at San Francisco State last month. With one child at school in Los Angeles and a high school senior looking around the country, it will be interesting to see how life evolves over the next few years: Working in New York City? Retirement? Teaching at a school near a new home? I’m excited to see what will unfold.”

**Michael Webster** writes, “Hard to believe that over 25 years have passed since my days at business school. Just as hard to believe that I have been in Orinda for over 17 years and that I started my commercial real estate consulting firm (Webster & Company) 14 years ago. Values for well-located commercial real estate have generally been improving since mid-2011, so we have been quite busy. Grazyna (Michalska) and I have now been married 10 years. She obtained her PhD in agricultural and resource economics from Berkeley in 2000. In 2010 she received tenure, teaching economics at Los Positas College in Livermore. Our daughter, Anna, turned seven on December 31. She continues to be the apple of my eye and a very sweet young lady. My part-time farming endeavors continue on our 60-acre Chardonnay vineyard. We purchased the vineyard in 2005 and against all odds the current wine grape shortage has led to a quicker than expected return to profit-

ability. Life is good here in Orinda. Looking forward to more community involvement in 2013 and beyond.”

**1988 25<sup>TH</sup> REUNION**  
**APRIL 25-28, 2013**

**Kathryn Peyton** has relocated with her family back to the Bay Area, this time to Penngrove in Sonoma County. After many years of teaching economics and business to high schoolers, she is looking forward to putting her business skills back to work as a member of the Berkeley Angel Network and helping friends launch a new software business. She is also enjoying the lack of snow.

**1990**  
**Floris Vandenbroek** writes, “Family is growing up (kids are 8, 11, and 13) and Eva is very active as a ceramics artist.” The family moved back from Paris to Amsterdam for Floris to join the board of Software Improvement Group, a fast-growing spin-off from University of Amsterdam in software consulting. The firm is mostly solving common large-scale IT problems. The business is expanding to the rest of Europe and the United States.

**1991**  
**Adam Hardej**, of Hingham, Mass., writes, “2012 was a great year on the commercial real estate valuation and due diligence business front for our company, BAAR Realty Advisors, with plenty of non-performing assets/collateral to value for needy clients around the country. California continues to be our biggest market (but we offer nationwide coverage), and the Cal MBA network is proving to be as useful as ever for sourcing business and researching markets. My wife, Beth, Cal ’91, and I have been successfully running the business together for eight years, and we are bracing ourselves

## ALUMNI BOOKSHELF

### Knock on Wood



As the world seeks to reduce dependence on fossil fuels, wood—the oldest renewable energy resource—is becoming a direct substitute for heating and producing electricity in developing and industrialized nations. But wood is not without its issues, including sustainability, as **Brooks Mendell, MBA 00**, notes in *Wood for Bioenergy: Forests as a Resource for*

*Biomass and Biofuels* (Forest Historical Society, 2012). The book explores the historical context and contemporary issues surrounding wood bioenergy, including chapters on cellulosic ethanol and public policy. Mendell received a PhD in forest finance at the University of Georgia and now serves as president at Forisk, a forestry consulting and research firm.

### Brand Yourself



Market, message, money, and meaning are the four elements of *4M Personal Branding*, a new book written and published by **Bjorn Austraat, MBA 09**. The book uses a methodology developed by Austratt, who brings more than 20 years of experience in marketing and sales community, international negotiations, and business strategy. The book offers a step-by-step guide to defining, communicating, monetizing, and growing a personal brand, with real-life examples and hands-on exercises. Along the way, readers create a personal communication strategy, determine salary requirements for successful negotiations, and align their personal brand with their core values.

### Gold and Copper in Calaveras



**H. Stuart “Stu” Manners, BS 51**, details the history of more than 20 small villages and cities along the Highway 4 Ebbetts Pass Corridor in Calaveras County in *The Sights and History of Arnold, Murphys and “Copper.”*

Manners begins with the goings-on of the region’s indigenous population and then continues with the history of Murphy ranch and Telegraph City, one of a handful of ghost towns left in the county. He describes the major discovery of copper in the 1860s and the formation of Copperopolis. While Manners also describes the history of the Mother Lode city Angels Camp, even more detail of that town can be found in his first book, *A History of Angels Camp*. For a copy of the book, email Manners at [purdyboy@goldrush.com](mailto:purdyboy@goldrush.com).



# Haas Alumni Notes

## MBA cont.

for a productive 2013. AH3 (my son Adam J. Hardej, III) is graduating from the Groton School this spring and will be heading off to Princeton next fall as a big-time scholar/athlete lacrosse recruit. Happy to say he turned down football opportunities at our dreaded cross-bay rival Stanford, as well as Northwestern. Lacrosse is easier on the brain as well. Daughter, Rachel, is a sophomore at the Groton School and is following in her big bro's footsteps as a strong student/athlete playing varsity soccer, basketball, and lacrosse as a sophomore. Yes, I am a proud Papa Bear! Stay in touch with Cal MBA buddies **John Rosen**, **Will Wilfong**, **Joe Brand**, **Lou Pelosi**, and **Otis Spencer**, and they are all doing great."

**CJ (Liu) Rosenblatt**, of Seattle, writes, "I'm starting at a new CBS radio station with my show, Fire it UP with CJ, [www.fireitupwithcj.com](http://www.fireitupwithcj.com), and just did a Ted Talk, which you can see at <http://youtu.be/zPK4fSKNM2Q>."

**Mayer Riff** writes, "Moved to Los Angeles this past summer and am adjusting well to the Southland. I am now the CFO at the Center for Early Education in West Hollywood, a nice little city nestled between Beverly Hills and the City of L.A.; there really are no Bay Area equivalents to West Hollywood or Beverly Hills, much less L.A., but interesting places all! I miss Berkeley, but the fact that it's sunny, warm, and friendly here is making the adjustment much easier than I would have expected. I would recommend it to any Haas alumni looking to emigrate (it does happen, look at me) from the Bay Area!"

**Bruce Strong**, of Belmont, Calif., writes, "I was married three years ago to



Bruce Strong, MBA 91, with wife Christina Long and daughter Severn

architect Christina Long (we are Long & Strong) and now have a 2-year-old daughter named Severn. The last 10 years I've been working as an independent consultant in the areas of strategy, knowledge management, organizational learning, talent management, and organizational design. (I'm finding that they are actually all very related.) I've published a couple of articles in the *Wall Street Journal* on the these subjects and am currently writing a book for Cambridge University Press called *Strategic Conversations* (to be published at the end of 2013), which will show how leading organizations are increasingly involving employees in strategy development and business model innovation (my co-author is J.C. Spender). All in all, I'm blessed in being able to stay in the frothy zone between business theory and practice, which if I reflect on it, feels just about right for a Haas grad."

**1993 20<sup>TH</sup> REUNION**  
**APRIL 25-28, 2013**

**Greg Wolfson** writes, "Sandra, Madeline, and I relocated to Laguna Beach, Calif., almost three years ago and are enjoying living the classic California beach lifestyle. I helped start a new solar energy development company, PsomasFMG, and now hold the role of CTO. PsomasFMG designs,

constructs, and operates large commercial solar energy systems for public agencies via power purchase agreement financing. We just completed our third portfolio of projects, bringing our total systems in commercial operation to over 50 sites and 28 MWs of power production—quite a change from my high-tech ventures in Silicon Valley. I am looking forward to reconnecting with my classmates at our MBA 93 reunion in April!"

**Hilary Weber**, of San Francisco, founded her startup, Opportu Professional Coaching, in 2012. The focus of Opportu is coaching business leaders and their teams in both big companies and startups, with a special interest in mission-based organizations. Hilary writes that she finds coaching "extremely rewarding. There is nothing like seeing a client have a breakthrough!" This year she is slated to publish her first book, *The Disconnection Connection: Discover Your Power to Lead, Succeed and Exceed in the Modern World*.

## 1994

**Koji Asada** writes, "I have been appointed as the general manager of the Investment Banking Division for the Americas in New York, for The Bank of Tokyo-Mitsubishi UFJ, to spearhead the bank's initiative to provide solutions and services to our customers active across the Americas, including Canada and Latin America. My responsibilities will include product areas such as structured/project finance, syndications, securitization, trade finance, and leasing. I am excited about this opportunity, as the bank is fully prepared to capture the growth potential of the market we are in."

**Richard Hart** writes, "I've joined a terrific consulting team that helps energy utilities plan and improve their energy efficiency

programs. Next time you buy a subsidized CFL or get an energy audit, think of me. Meanwhile, my daughter is now driving, which makes business school seem like a very long time ago!"

**Bill Koefoed** was appointed chief financial officer for Skype, which was acquired by Microsoft in 2011. Previously, Bill was general manager of investor relations for Microsoft. He lives in Bellevue, Wash., with his wife and two sons.

**Margaret (Chang) Meenaghan** writes, "After spending 14 years in the Bay Area (including my time at Haas), I moved to Los Angeles in 1998 with my husband, Jim. Now it's been another 14 years, and we're still fully entrenched in So Cal life. Jim recently produced his first feature film, 'Chasing Mavericks,' which released this past October. I am a concierge, counselor, chauffeur, and chef to three (non-paying) clients: Charlie (12), Devon (8), and Brooke (7). We live a stone's throw from UCLA, but I still adorn the kids in Cal wear! Also, we spent this past July 4th in Tahoe with **Katie McDivitt, MBA 94**, whom I'm still close to."

**Adina Safer** writes, "So it's been 18 years since we graduated (well maybe 17, since I did a dual degree with the School of Public Health) and I have never written in to the alumni magazine. Yes, I read it, and I always mutter under my breath 'I really should write some kind of note,' as I do enjoy hearing the updates. So here goes. I have moved on from four mergers and acquisitions—startup to corporate (ADVP) to another corporate (CMX) to another corporate (CVS)—to start a new firm in the life sciences area (accelushealth.com). Amazingly interesting work in this field, and I enjoy the challenge. My husband and two kids and I have moved into a newly renovated home in San

Francisco, and my daughter just finished another season of nutcracker shows with the San Francisco Ballet. Wishes to all for a joyful and prosperous 2013."

**Yves Speeckaert** writes, "After earning my MBA, I spent 15 years in management consulting, with KPMG, World Bank projects, and then five years with Banca Intesa San Paolo, in Brazil, UK, and Paris. In the course of these many years I developed a passion for emerging markets, and Latin America and Africa in particular, with missions in 15 sub-Saharan African countries, among others. I have now translated this passion into a job in the Investment Fund industry of Luxembourg, where I help create and manage, as fund director, alternative investment funds (AIFs), specialized in investing in the agro-business, timber, mining, real estate, and infrastructure in sub-Saharan Africa and Brazil. Should you have an interest in investing in Africa and Brazil, don't hesitate to call me or come and visit me in Luxembourg. There is always a good Belgian beer available for visitors from Cal."

## 1995

**Anya Axelrod**, of Berkeley, Calif., writes, "We welcomed our baby girl, Katrina 'Katya,' to our family in September 2012."

**Jill Holup** of Austin, Texas, writes, "2012 marked the first year for my startup investment business, Callegro Investments LLC, formed in partnership with another Cal alum (Christopher Melton, BA in political economy of industrial societies, 1995). We formed our first fund, May River Partners LP, to invest in residential land in the southeastern United States. If anyone is interested in more information, please feel free to contact me."

## 1996

**Paulo Penteado** is a senior director at the London office of the Huron Consulting Group, where he provides management consulting to corporate legal departments and law firms. Wife, Ana (Boalt LL.M. 1997) is head of the compliance network at Winmark, which specializes in professional networks. Sons Marcos (14) and Luis (11) are both doing well in school and playing a lot of rugby (Paulo is a club assistant coach).

## 1997

**Vijay Bobba** moved from Silicon Valley to India in 2003, where he started a loyalty marketing-services company with venture funding and launched a new consumer loyalty brand (imint) in 2006. Vijay sold the business to Payback, a German company in 2010. He writes, "Today, I continue to run Payback in India as the founding CEO & MD. Payback has become India's largest consumer loyalty program with millions of members across India. My wife, Padmaja, and I have two boys: Nihar (18) and Nikit (15). Nihar joined Northwestern to study economics while Nikit is in 10th grade at an international school in Bangalore. I look forward to keeping in touch with other Haas graduates!"

**Cheryl (Weiss) Hayes** writes, "2012 was a busy year helping my husband start his new private lending business and spending a lot of my time with five Oakland high school girls to start their new business called So Aphrodite. My husband and I feel very blessed to provide short-term funding for rehabbers who are taking distressed properties, fixing them up, and then reselling them to homeowners. This provides much needed financing, generates jobs for the crews who fix up the homes, facilitates the transition of distressed properties into homes

for families, and provides us with a great income stream. A real win/win/win situation. I am also very excited to work with an organization called BUILD, a four-year program for at-risk high school students. I am in my second year mentoring kids from Skyline High in Oakland. We have launched our business and were the top revenue generating company at the recent BUILD Holiday Sales Bazaar. If you are looking for a great way to make an impact, I would love to get some Haas talent involved in this program. You can check it out at [www.BUILD.org](http://www.BUILD.org)."

**1998 15<sup>TH</sup> REUNION**  
**APRIL 25-28, 2013**

After moving back to Mexico in 2011, **Gonzalo Deustua** focused Dresden Partners ([www.dresdenpartners.com](http://www.dresdenpartners.com)) into a competitive near-shore software outsourcing company serving U.S. clients. In 2012, Gonzalo raised an initial round of funding for Apptizy ([www.apptizy.com](http://www.apptizy.com)) a mobile app startup that combines mobile technologies with compelling value-added services for clients in Latin America. He lives with his wife, Julie, and sons Sebastian and Andres, in Mexico City."

**Ravi Shankar**, of Cupertino, Calif., was promoted to vice president of product marketing at Informatica. Ravi is responsible for product and technical marketing activities for master data management.

**Daniel Tellalian's** firm, Emerging Markets Inc., is leading pipeline development efforts for the California FreshWorks Fund, a \$270 million loan fund designed to help food retailers, distributors, and innovators bring greater healthy food access to underserved communities. He welcomes inquiries from Haas alumni who are pursuing responsible food projects in California.

## 1999

**Michael Dennis** writes, "All's well in Portland! In August my wife, Allison, and I welcomed a son into our lives: Leif Winningstad Dennis. Work for The Nature Conservancy has been great; we just completed a major land protection deal in southern Oregon, and recent work travel has led me to the Peruvian Amazon and the Arctic Wildlife Refuge."

**Samir Goradia** is providing litigation financing to plaintiff's attorneys and their clients and is working in estate planning for high net worth individuals. Samir writes, "Enjoyed seeing some alums at the Big Game this year, but disappointed with the results on the field. Planning to move to San Rafael in the next year; if you are in Marin drop me a line sometime."

**Alan S. Knitowski** writes, "My company, Phunware ([www.phunware.com](http://www.phunware.com)), just purchased TapIt Media Group for \$23 million. All is well and we continue to grow—up to 115 employees with six offices, a headquarters in Austin, four offices in Southern California, from San Diego in the south to Sherman Oaks in the north, and one office in Rockville, Md."

**Steve Peletz** of San Francisco and his family spent four weeks traveling in Scotland, England, and Turkey over the holiday while visiting his daughter at the University of St. Andrews.

## 2000

**KarenBeth Peiler** writes, "I've made quite a change since graduation. I'm teaching fifth grade in Alameda Unified School District. The details of product management and financial accounting are less relevant, but I still use my Haas connections. **Emilie Cortes, MBA 02**, gave a fantastic talk about mountain climbing and persever-



Emilie Cortes, MBA 02, guides Call of the Wild Adventures clients at the top of Cloud's Rest in Yosemite.

ance in my classroom in October. I appreciated her ability to know her audience and make it exciting for the 32 10-year-olds."

## 2001

**Mat Fogarty**, of Orinda, Calif., writes, "I recently sold my startup, Crowdcast, and am now working at the acquiring company, Spigit. It was a good run and a lot of fun. I'm looking forward to starting another venture, so ping me if you have any great ideas."

## 2002

**Seong Chen** writes, "We are excited to welcome

our second child, Ryan Ling-Han Chen, on Dec. 20, 2012. Ruth is happy to become a big sister now. We have been living in Switzerland for the past five years. It looks like our kids will spend at least a few years of their childhood here as we enjoy living and working here."

**Emilie Cortes** has left the investment consulting business and will be running Call of the Wild Adventures Inc. Call of the Wild specializes in adventure travel for women and has been in business since 1978. Feel free to peruse the

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# Haas Alumni Notes



Create your public profile in the new @cal Alumni Directory: [cal.berkeley.edu](http://cal.berkeley.edu)

## MBA cont.

trips or add yourself to the mailing list at [www.callwild.com](http://www.callwild.com). Emilie has also relocated to Bend, Ore., an outdoor activity mecca, but she will still frequent the Bay Area.

**Sara (Smolek) Filipek** writes, “After a year in Menlo Park, we’ve adjusted to life in the ‘burbs. We’ve finished our list of home improvements and gotten our labradoodle puppy (Edison) and now are hoping to find some peace and sanity in 2013. Of course our kids, Calem (7) and Evie (4), will lead the charge there. Looking forward to a few weekends in Tahoe with the Underwoods and Graces in between the workweeks (in my 10th year at Analysis Group and going strong). Still actively participating in Haas events and activities. Hope to see everyone at an event soon!”

**Coco Kee** writes, “Still happily living in Manhattan and building KGA, a corporate development advisory firm helping companies with cross-border expansion between China and the United States, and helping US financial technology firms with restructuring, turnaround, and market entry in the alternative investment space. One of our most exciting projects is to identify capital to fund the growth of a Chinese company that is creating farms on the desert in Inner Mongolia. The encroaching desert causes farmers to lose land, and environmental damages often result. We hope this project will be successful and can be replicated in other desert areas. One of the plants growing on the farms is from the United States. Please let me know when you are in town. Look forward to catching up.”

**Chris Nuttall**, of Short Hills, N.J., writes, “I’m excited to be serving as co-president of the recently re-launched Berkeley-Haas alumni chapter in the tri-state New York City area. Our chapter board is focused this year on connecting our community in the region and building a sustainable chapter based around the Defining Principles. If you’re a Berkeley-Haas alum in the region, please reach out via LinkedIn or @cal—it would be great to have you involved.”

**Marcelo Vasquez** and **Mauricio Quiroga, MBA 00**, founded Canvas Group, a human-centered growth and transformation consulting studio in Santiago, Chile, to help companies create new value through innovation. Mauricio and Marcelo are applying all their Berkeley-Haas experience to challenge the status quo throughout the Americas and are already working with companies in Chile, Colombia, Peru and Argentina. You can contact Canvas Group at: [mauricio@canvasgroup.com](mailto:mauricio@canvasgroup.com) and [marcelo@canvasgroup.com](mailto:marcelo@canvasgroup.com).

## 2003 10<sup>TH</sup> REUNION APRIL 25-28, 2013

**Jay Atkinson** writes, “I would like to introduce the latest arrival to our family—Jasmine Olivia, who was born on Sept. 17. Everyone is healthy, happy, and enjoying our move back to the East Bay (Lafayette).”

**Jay Jung** writes, “After working for 6 1/2 years at Samsung Global Strategy Group, I am transitioning back to the overseas business team at Samsung Life Insurance for my next career step.”

**Miriam Tai**, of New York, writes, “Continuing to find ways to keep my life fantastically pleasurable. Joined a Brazilian-based company this past summer

that allows me to travel to South America. Making long weekend hops to Europe to take advantage of New York City’s proximity. Finding excuses to visit San Francisco as much as possible, because I have ‘business reasons’ to be there. And finally, visiting family and fellow Haas alums in Hong Kong whenever I can! I do spend time at home, though, especially now that my husband and I just got the cutest (yes we are biased but I’m proud to be biased) Bengal kitty. We spend hours just messing around with our baby. I continue to teach Pilates, and just picked up singing classes and, of course, Brazilian Portuguese lessons!”

## 2004

**Clay Akiwenzie** writes, “2012 was a big year of change in the Akiwenzie household. We welcomed a new addition, Celeste Analise Akiwenzie (try saying that 10 times fast), joined a new firm, Berkadia, after seven years on the stagecoach, and finally finished the never-ending rehab of our house in Kensington. Looking forward to 2013 and connecting with more Haas folks.”

**Chris Plasser**, of San Francisco, writes, “After a stint at PayPal, I moved over to the eBay side of the house a year and a half ago and have been running a startup-like team of 19 to develop cutting-edge mobile shopping experiences. My team shipped over 20 releases in 2012 and earned several nice media accolades, and it was nice to be recognized and rewarded for all our great work by being named a Silicon Valley rising star under 40 by *Silicon Valley Business Journal* this year. Whenever I can, I love meeting up with classmates on my travels, and I have been lucky to have had the chance to do so in Germany, Brazil, Argentina, Chile, Dubai, China, and Singapore. I look forward to many more

such reunions, and if you are in town, please drop me a line!”

## 2005

**Darryl Eaton** writes, “It has been a whirlwind 2012. Isa and I bought and renovated a house in Santa Barbara, Isa wrote a book, and I left my head of product management post at RightScale to start my own company in the consumer credit space. Our youngest started preschool, and her two older brothers are making strides of their own. It seems we subscribe to the ‘punctuated equilibrium’ theory of living life! Hoping everyone else had a productive 2012 and best of luck in 2013.”



Monica Wiese, MBA 05, and Pablo Seminario, MBA 04, with sons Pablo Frederick and Liam Gabriel

**Monica Wiese**, of Lima, Peru, writes, “In July we were blessed with our second son, Liam Gabriel. His giggles have brought us even more joy. Pablo Frederick (2 1/2 years) welcomed baby Liam with a warmth that is truly beyond his years. **Pablo Seminario, MBA 04**, continues to enjoy the retail industry and will be venturing to a new corporation next year. For the time being, I have finally come to relish my time with the boys at home.”

## 2006

While many people were going off to their startup internships between first and second years, **Josh Gustin** decided to teach himself how to make the perfect pair of jeans. He

started off making premium SF-made salvage denim, and selling it in boutiques across the country. He writes, “Last year, we realized there was a better way than the normal retail model. We launched this new model on Kickstarter in January (check out our video at [bit.ly/weargustin](http://bit.ly/weargustin)), and it’s been received well by that community. We’ve raised over \$57,000 so far, setting lots of Kickstarter records in the process (biggest first Fashion day, biggest denim campaign). We’re pleased to have been picked up by Esquire—[esquire.com/blogs/mens-fashion/gustin-jeans-010713](http://esquire.com/blogs/mens-fashion/gustin-jeans-010713)—and Cool Material—[cool-material.com/style/gustin-selvage-denim/](http://cool-material.com/style/gustin-selvage-denim/). We’re redefining premium menswear. We might also be looking for interns soon.”



Qing Li, MBA 06, with wife Joyce and daughters Klaira and Aiji

**Qing Li**, of Mountain View, Calif., writes, “What a great way to spend the Christmas holiday and bid farewell to 2012—on board Sapphire Princess to the Mexican Riviera with family and friends. No emails and phone calls, only sun and fun, sweeping ocean view, and endless yummy food. And good time to reflect on 2012 and look forward to 2013. May many new things happen in our lives in the new year!”

**Atul Tiwary**, of Palo Alto, Calif., writes, “Starting year two of our investment banking initiative. Our daughter, Aanika, is

settled in her new school in Redwood Shores. Looking forward to a great 2013.”

## 2007

**Jed Clevenger** was promoted from vice president, marketing and merchandising, at the social commerce startup, Yardsellr, to COO. On the personal front, he was thrilled to welcome with his wife, Kristy, their first child, a daughter born in June, Madison Margaret.

**Amy Omand**, of Oakland, Calif., writes, “I am celebrating my one-year anniversary at Tipping Point Community as the director of finance. Tipping Point is a grant-making agency dedicated to finding and funding the most effective poverty-fighting organizations in the Bay Area. It’s been inspiring and challenging work! I have also taken on another part-time job as Girl Scout troop leader with my 6-year old daughter, Audrey. We’ve been enjoying participating in service events together, and I’m looking forward to my second daughter, Cara, joining in a few years!”

## 2008 5<sup>TH</sup> REUNION APRIL 25-28, 2013

**Jemma Israyelyan** and **Rick Rasmussen, BCEMBA 05**, have been working together to create entrepre-



Jemma Israyelyan, MBA 08, and Rick Rasmussen, BCEMBA 05, work together creating entrepreneurship programs in Armenia.

neurship programs in Armenia. Ms. Israyelyan is the executive director of the Center of Entrepreneurship and Executive Development and Mr. Rasmussen is working with USAID to place entrepreneurship curricula into Armenian universities.



Mickey Kim, MBA 08

**Mickey Kim**, of San Francisco, writes, “My book is published in Korea. The book is about my career trek from Korea to Silicon Valley (Google) as well as the strengths and culture of Silicon Valley. I am extremely honored that Google Senior Vice President Vic Gundotra, LG Electronics President Havis Kwon, and legendary Omid Kordestani wrote commentaries for my book. The book is on a bestsellers’ shelf in Korea.”

**Theresa (Finn) Talany** and Bryan Talany welcomed their first child, Kathryn Anabelle, into the world on Sept. 19. They live in Greenbrae, Calif. Theresa continues to work at Wells Fargo as the credit officer



Theresa (Finn) Talany, MBA 08, with husband Bryan Talany and first child Kathryn Anabelle

overseeing the bank’s investments in renewable energy.

**Dane Zehrung** of Napa, Calif., writes, “Some great changes have entered my life recently: I’ve married the woman of my dreams; I’m now working for Chevron’s venture capital team, looking for innovative companies to change the energy industry; I’ve also partnered with Brandon Peele from Columbia to launch EVR1.co, a company focused on reconnecting humanity with human excellence, purpose, and wonder. It’s not our lives that matter, it’s the way we live them.”

## 2009

**Matthew Blair** writes, “I work in equity research for Macquarie Capital covering the independent refiners and natural gas vehicle companies. My wife and I live in Denver, and we just welcomed baby Henry in October.”

After spending a couple of years as a management consultant and as a part-time lecturer at a university in Japan, **Takeshi Haeno** accepted a position in global marketing at Novo Nordisk. He and his wife, Maki, moved to Copenhagen, Denmark, in October. They are excited about the opportunity both professionally and personally, and they look forward to seeing their friends in Europe again.”

**Renu Motwani**, of Newark, Calif., writes, “Warm greetings on a cold winter day on which I am writing this note! Reflecting back on 2012, one thing is clear—it kept a part of me engaged with the academic community in multiple ways. Earlier during the year, I presented a paper at the INTED (International Technology Education and Development) Conference in Valencia, Spain, on ‘Innovating the Rural Economies with Mobile Innovation.’ I was also honored to chair the



Renu Motwani, MBA 09, with husband Hemant and daughter Isha in Spain.

session on ‘The Internet and the Digital Divide.’ It was a great experience interacting with over 700 delegates from across the globe! Later during the year, I served on the advisory board for ICERI (International Conference of Education, Research, and Innovation) held in Madrid, Spain. And as I was ending the year, heard that one of my other research papers was accepted for INTED 2013. Other than these associations with the academic world, life is good—driving Java ME strategy at Oracle Corp., and enjoying the magic that my daughter adds to my days!”



Lis Warren, MBA 09, and partner Kate Brown, PhD 09 (Molecular and Cellular Biology), on their wedding day.

**Elisabeth Warren** and Dr. Katherine Brown (PhD, UC Berkeley, 2009) joyfully celebrated their wedding in August, at Lis’ family’s Lazy J Ranch in St. Helena, Calif. Also attending from Haas were Sherwood Yuen and family, **Jennifer Elliot, Bethany Nelson** and family, and **Lili Palomo-Pujol** and family.

Kate is a scientist at the Cord Blood Registry, and Lis was recently promoted to associate director of strategic pricing and contracting at Genentech.”

**Will Wright** writes, “Big news: I got married to a great girl named Whitney. She and I are happily married and hanging on for dear life in New York. I have also relaunched the alumni chapter of New York along with a broad and really great group of alumni here. We are looking for any support, donations, and folks who are interested in building a vibrant and connected community in the tri-state area to join us. Next big event: Professor and former Dean Laura Tyson to speak to the wider community this spring in Manhattan.”

## 2010

**Glenn Ballard**, CPA, is the founder of Marpé Finance & Accounting, a professional services practice focused on providing services in a few specific areas of need for early-stage companies, including: outsourced CFO, finance support, accounting, bookkeeping and tax services for startups before they have a CFO in place (typically seed/angel stage through Series B/C); private company stock and stock option valuation (409A valuation); audit preparation and support for later-stage private companies; IPO readiness and support; and merger and acquisition preparation and support for companies who choose a merger as their exit strategy. In addition to Marpé’s early-stage company services, Glenn also offers a full range of tax planning and compliance services to individuals and businesses. For information, email Glenn at [glenn@marpefinance.com](mailto:glenn@marpefinance.com) or visit <http://marpefinance.com/>.

**Jenny Hsieh** and **Andrea Siciliano** were married on Sept. 8. The wedding



# Haas Alumni Notes

MBA cont.



Jenny Hsieh and Andrea Siciliano, both MBA 10, at their wedding in Italy.

took place just outside of Torino, Italy, at Castello di San Sebastiano da Po, with several fellow Haasies in attendance. After their honeymoon in Rome, they returned to San Francisco where Jenny works at Citigroup in affordable housing and Andrea works at Google.”

**Tom Kraikit**, of San Francisco, writes, “After two years at Adobe I switched back to the small company environment and joined Evernote in its quest to help people remember everything. On the home front, our daughter is rapidly growing up in front of our eyes, and she is looking forward to meeting all of our classmates’ new additions soon.”

**Saket Misra**, of Seattle, and his wife, Jaya, have had an eventful 2012 welcoming Aadya, their beautiful daughter. He also



Saket Misra, MBA 10, with wife Jaya and newborn daughter Aadya.

joined T-Mobile as a customer retention manager. Saket writes, “The move to T-Mobile with its challenges and great leaders is an exciting and welcome change. This along with the birth of my daughter has brought joy and excitement to our lives.”

2011

**Thomas Chalberg**, of Redwood City, Calif., is enjoying his role as a life sciences entrepreneur at Avalanche Biotechnologies. The company has been expanding R&D operations at its San Francisco headquarters and has five employees. Meanwhile Tom and Stefanie have been keeping busy with their two key customers at home, Anika (4) and Alexander (1).



Emily Olman, MBA 08, and Doy Charnsupharindr, MBA 11, connect at the Berlin School of Creative Leadership.

**Doy Charnsupharindr** is a lecturer at Haas, teaching leadership communication courses for the Evening and Weekend Berkeley MBA Program. He writes, “In August, I had the opportunity to go teach a leadership communications class at the Berlin School of Creative Leadership in Berlin, Germany. While I was there, I ran into **Emily Olman, MBA 08**, a graduate of the evening and weekend MBA program. Emily is the admissions director at the school now.”

**Laurie Peterson**, of Oakland, Calif., writes, “Since graduation, I’ve been leading marketing for Sifteo, a San Francisco-based startup making a



Laurie Peterson, MBA 11

new gaming system called Sifteo Cubes. I became aware of the company when True Ventures, one of its investors, spoke in Randy’s New Venture Finance class. I am enjoying the growing pains of raising product awareness and building new retail channels from scratch. If you are in Barnes & Noble, stop by the ‘Tech Toy’ section to check Sifteo Cubes out. We launched there just in time for the holidays and are getting great PR coverage. My daughter, Avery, is 2 1/2 now. Watching her grow is a good reminder of the time that has passed since my days at Haas. I miss the people and the focus I had on self-improvement. I hope to audit a class or two in coming years.”

2012 1<sup>st</sup> REUNION  
APRIL 25-28, 2013

**Paolo Ferro**, of San Jose, Calif., writes, “Life is great in the South Bay, and work is exciting. With the beginning of 2013 I am taking on new responsibilities in the iTunes Content organization, as well as starting some innovation projects of my own. My New Year’s resolution is to renew my commitment to stay connected to the Haas community. Go Haasies! Go Bears!”

**Sridhar Krishnamurthy** writes, “To me the Haas MBA has been and will always be a memorable experience. The fun-filled finance lectures by Professor La Blanc, the practi-

cally aspects of launching and running a startup shared by Professor Zafar, and the enriching guest speaker series from CEOs organized by Professor Haykin have provided me the framework to take business decisions with confidence. I transitioned from applications engineering to a strategic business development role after completing my first year, and the Haas brand was an important factor in this transition. Importantly, the insights and high energy from my peers had a significant impact to my experience at Haas. When I met a few first-year evening and weekend MBA students during a recent reunion, some of them asked me how I spend my free time away from Haas these days. My response was ‘baby sitting.’”



Sridhar Krishnamurthy, MBA 12, with wife Aruna and children Kriya and newborn Sahana.

**Belinda Lyons-Newman**, her husband, Dan, and 4-year-old daughter, Ella, welcomed Lilia Lyons Newman, born in Berkeley, Calif., on Sept. 8.

**Allan Riska**, of San Francisco, joined Regenerate Power, a startup utility-scale solar developer, as a senior business development and finance associate. In December, the company signed its first power purchase agreement, in which it will provide 20 MW of solar energy to San Diego Gas and Electric. This is an exceptional achievement, considering solar is an increasingly competitive market where major corporations traditionally dominate. Allan is addi-

tionally proud to be working with minority-owned businesses to provide clean, affordable energy to California residents. He credits his Haas coursework and network for the opportunity to realize his post-MBA goals.

2013

**Oscia Wilson** founded Boiled Architecture while enrolled in the Evening & Weekend MBA Program. She also founded the annual Women Entrepreneurship Retreat, a weekend retreat for women starting and running companies. The next one will be May 24-26 at the seaside resort Asilomar, in Pacific Grove, Calif. The retreat is packed with keynote speakers, hands-on workshops, and dedicated mentoring time, all in a supportive environment that an all-women’s event provides. This year’s keynote speakers are Debbie Lewis, founder of Gold-iBlox; Maren Kate, founder of Zirtual; and Hannah Davis, founder of Bangs. For more information, go to [www.WomenEntrepreneurshipRetreat.com](http://www.WomenEntrepreneurshipRetreat.com) or contact Oscia Wilson directly at [oscia.wilson@boiledarchitecture.com](mailto:oscia.wilson@boiledarchitecture.com).



Oscia Wilson, MBA 13

2003 10<sup>th</sup> REUNION  
APRIL 25-28, 2013

**BCEMBA**  
**Alice Hansen** (Margaret Alice Quinn), of Oakland, Calif., writes, “**Patti Birbiglia** and I (BCEMBA inaugural class!) started Adesso Strategy, a marketing consultancy. We focus

on the intersection of strategy, brand, culture, and organization to create new value that drives growth and change. We partner with leaders to develop internal capabilities (big data analytics and customer insights are big this year), tell distinct and resonant stories that sway audiences, and increase market relevance. We’re perfect for augmenting strategic thinking or when an initiative doesn’t fit clearly into any organizational or agency area. Our clients are CEOs, CMOs, and business leaders of companies amid market disruptions. Adesso is Italian for *now*. It cues our intention to drive near-term results and lasting change by questioning the status quo.”

**Chris Phenner** writes, “Erika and I moved to Chicago in October, where I accepted a role to head the Midwest for Unified. Unified helps agencies and brands deploy social media budgets across Facebook, Twitter, LinkedIn, and lots of additional social networks. Never hesitate to reach out if you have social media questions. Our boys, Will (3) and Harrison (1), are psyched to be in the Windy City. Please don’t hesitate to reach out if you are in town.”

2005

**Rick Rasmussen**, see MBA 2008 notes.

2008 5<sup>th</sup> REUNION  
APRIL 25-28, 2013

2011

**Jason Teller** relocated from Denver to the Seattle area to start a new job with Intellectual Ventures as a licensing executive.

2012

**Prosenjit Chatterjee**, of San Francisco, was promoted to director of GPU ASIC Engineering at NVIDIA.

**Carter Reue**, of San Jose, Calif., climbed Mt. Kilimanjaro in Sept. 2012. Since he did this during the BCEMBA Gala, he organized a gala of one at the summit.



Carter Reue, BCEMBA 12, on Mt. Kilimanjaro.

**Rupam Shrivastava**, of Cupertino, Calif., writes, “Happy New Year to all! As part of ePlanet Capital, we made an investment in a Virgin company, Virgin Mobile Central and Eastern Europe. They have launched in Poland with thousands of users acquired rapidly. I am also working on a series of mobile applications and looking for iOS developers willing to work for equity and cash. Personally, my plans are to visit three new countries in 2013.”

PhD

1986

**Cathy Goodwin** just got connected with the Haas Alumni Network. After 20-plus years as a college professor, she runs a consulting business through the Internet, working with clients and buyers all over the world. Her website is <http://www.CathyGoodwin.com>. She lives in Philadelphia’s Old City with two cats and a dog, all mixed-breed rescues. She recently wrote and published an ebook, *10 Things To Do If You Really REALLY Hate Your Job*. The ebook is available on Amazon.

IN MEMORIAM

Steven Anderson, BS 36  
Leland Chamberlin, BS 37  
Barbara Vincent, BS 37  
Robert Meyer, BS 38  
Romain Clerou, BA 39  
Clarence Postel, BS 39  
Harry Hergert, BS 41  
Jarl Engberg, BS 42  
Ichiro Furuta, BS 42  
Mabel Lee, BS 42  
Stanley King, BS 43  
Mary Artero, BS 44  
Edson Kincaid, BS 44  
Robert Bergman, BS 47  
Mary Laub, BS 47  
Walter Olson, BS 47, JD 49  
Daisy Quan, BS 47  
Ralph Sheneman, MBA 47  
Harry Agler, BS 48  
Charles Cristol, BS 48  
Ernest Dickson, Attendee 48  
Claude Farinha, BS 48, MBA 49  
Paula Johnson, BS 49  
Gertrude Langer, BA 49  
Raymond Meier, BS 49  
Joan Robertson, BS 49  
Wendell McWhinney, BS 49  
Irwin Adams, BS 50  
Edwin Caudill, BS 50  
Russell Roberts, BS 50  
Nancy Soule Walkup, BA 50  
Merrill Thruston, BS 50  
Robert Grinder, BS 51  
Paul Maier, BS 51, JD 54  
Raymond Watson, BA 51, MA 53  
Lester West, BS 51  
James Kretchmer, BS 52  
Daniel Strohl, BS 52  
Alice Mah, BS 53  
David Francis, BS 54  
Frank Allgood, BS 57  
Raymond Ewick, BS 57  
Arthur Johnson, BA 54, MBA 57  
Kimi Narita, BS 57, MBA 59  
Nicholas Wallace, BS 57  
Claude Heavin, BS 58  
Dan Petersen, BS 58  
Irene Gotay, MBA 59  
Claude Lowen, BS 59, JD 62  
Cecilia Hobin, BA 62  
George Lord, BS 62  
Patricia Ketlinski, BS 63  
Nancy Swegles, BS 64  
Victoria Foote, BA 66  
Ray Hausler, MBA 66  
Curtis Mikkelsen, MBA 66  
Martin Goetsch, BS 70  
Robert Chee, BS 75  
Nancy Blair, MBA 80  
Linda Verheecke, MBA 81, JD 93  
David Hoskinson, MPH 83, MBA 86

IN MEMORY

## Bank Leader and Haas Benefactor Tom Clausen



Former Bank of America and World Bank chief A.W. “Tom” Clausen, a longtime Berkeley-Haas benefactor, passed away Jan. 21 from complications from pneumonia. He was 89.

Clausen was a staunch Haas supporter for almost three decades. In 1995, Clau-

sen and his late wife Peggy generously funded the business school’s Clausen Center for International Business and Policy. The Clausen Center was created to support the business school’s international focus by providing research grants to faculty, hosting international visitors, and sponsoring conferences and student-initiated seminars. Haas awarded Clausen its Lifetime Achievement Award in 2005.

Clausen began his career working at Bank of America as a part-time bank vault clerk while waiting for his bar exam results. He worked his way up to chairman and CEO in 1970 at age 46. Under his leadership, Bank of America grew into the largest commercial bank in the country.

Clausen left in 1981 to become CEO of the World Bank for five years, and then returned to pull Bank of America out of a financial crisis. He brought net earnings to \$1.1 billion in his last full year as CEO.

## Economics and Law Professor Michael Conant



Professor Emeritus Michael Conant, a Haas faculty member for more than three decades with research spanning the fields of law and economics, passed away at his Kensington home Dec. 7. He was 88 years old.

Conant served in the U.S. Army during World War

II and then earned a BS in economics from the University of Illinois at Urbana-Champaign. He then attended the University of Chicago, where he earned a doctor of philosophy in economics and a doctorate of law from the University of Chicago, with Nobel Laureate Milton Friedman serving as one of his PhD examiners.

Conant joined the faculty of UC Berkeley’s business school in 1954. He was known for his excellence as a teacher and his expertise in antitrust economics, law, and economic regulation.

After retiring in 1991, Conant continued to publish numerous journal articles and several highly respected books, including *The Constitution and Economic Regulation: Objective Theory and Critical Commentary in 2008*.



# Haas Personal View

By Ajay Kshatriya, MBA 11



## Berkeley Baby

Passing down the Haas Defining Principles

My wife and I were at a wedding while she was still pregnant when a good friend asked me, “What are the three things you would want Nikhil to know by the time he’s an adult?” I didn’t have an answer at the time, so I started asking everyone I knew and trusted the same question. I got a ton of very interesting answers. Like any good Haas student, I wrote them all down and ranked them to identify trends or patterns.

By and large everybody had a theme you could call humility or empathy. Humility and empathy really come from a recognition that the world does not revolve around you and your needs, that you’re one piece in a larger world. That one was clearly articulated by the Haas Defining Principle **Beyond Yourself**.

Almost unanimously, the people I spoke with also mentioned a commitment and passion for education, not just as a student but also as a professional. That’s **Student Always**.

The third common theme was dealing with adversity and bouncing back from a tough situation. To do this

effectively, you need the confidence to persevere with the humility to look inward to solve the problem. That’s **Confidence Without Attitude**—confidence to get through tough times but without the attitude of blaming others for the situation.

**Question the Status Quo** didn’t come up specifically, but it’s embedded in everything we want for Nikhil. In order to really achieve success, we have to constantly ask, “Why are things done this way?” It is a general trait in any pursuit of excellence, and more specifically, a critical skill in entrepreneurship.

It wasn’t by design that I was thinking about the Haas values when I started thinking about this question for my son. My goal was to take everyone’s feedback and summarize these answers in my own words in a pithy way. I hate to admit it, but Dean Lyons beat me to the finish line with the Haas Defining Principles! The insight for me: Our Haas culture transcends generations.

Nikhil is one year old now. From the moment he came into the world, the purpose and meaning in my life completely changed. He scales up a lot faster than most start-ups do as he’s learning and growing every day. It’s a great blessing to witness someone discover the world for the first time. Being a dad rocks! That said, I will be happy to see the day when he doesn’t need diapers anymore.

—As told to Ronna Kelly

**Ajay Kshatriya, MBA 11**, is an entrepreneur-in-residence at XSeed Capital, a Silicon Valley venture capital firm founded by a former Berkeley alumnus and professor. He attended the Evening & Weekend Berkeley MBA Program while working as a senior manager at Genentech after earning a BS in chemical engineering from Berkeley and MS in engineering from Stanford. His wife, Krista, earned degrees in history and communications at Berkeley and then a JD from BerkeleyLaw in 2010.



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