Come home to Berkeley-Haas
Reconnect with friends and re-experience the classroom with
the brightest thinkers and most accomplished practitioners
including Andrew Rose, Holly Schroth, Mark Rittenberg,
Leif Nelson and more.

See you there!

haas.berkeley.edu/alumni/conference
When it comes to understanding the economics of energy, no research organization is more esteemed than the Energy Institute at Haas. Its faculty members are thought leaders whose command of data—and ability to translate their findings for a lay audience—impacts state and national policy as well as individual consumers worldwide.

8 Mastering Energy

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14 Haas Fast-Forward

Construction has begun on Berkeley-Haas’ six-story, 80,000-square-foot North Academic Building. The state-of-the-art learning laboratory will be devoted entirely to students’ education and interaction—no administrative offices will be housed there. It is slated to be ready by Fall 2016.
Students Always run in the family for two Class of 2015 EMBA classmates. Jayanthi (Jay) Srinivasan is attending Berkeley with her sophomore daughter, Puja Subramaniam. Sandeep Garg’s daughter, Jasmine Garg, is also a sophomore. “One of the key things I’ve learned from Jasmine is the importance of creating a life balance between hard work and a social life,” says Sandeep, a cardiologist in Oregon.

“The experience is giving them a deeper appreciation for one another. “It’s inspiring to see how much my mom does,” says Puja, a public health and statistics major.

Haas executive MBA families always

Berkeley Haas
Haas School of Business
University of California Berkeley

3 Marketing

Naming Standards

For years people have referred to our school as Berkeley-Haas, but it was never a part of the typographic treatment used on business cards, clothing, our website, and more. Until now. Our official name will always be the Haas School of Business at the University of California, Berkeley. But using Berkeley-Haas will help us tap the power of the Berkeley brand while simultaneously building the brand of the Haas School worldwide.

Jay Srinivasan and her daughter, Puja Subramaniam, with Jasmine Garg and her father, Sandeep Garg.

5 Faculty

The Godfather Returns

Henry Chesbrough, PhD 97, the faculty director of the Garwood Center for Corporate Innovation who’s been dubbed the godfather of open innovation, has added another book to his oeuvre. New Frontiers in Open Innovation (Oxford University Press, 2014), co-edited with Wim Vanhaverbeke and Joel West and co-written with 22 other scholars, is his fifth on managing technology and innovation. This book examines research conducted to date on open innovation and offers a comprehensive overview of the most promising and relevant research topics during the next decade.

Faculty

2 Rankings

Big Impact

The Haas School’s California Management Review (CMR) once again ranked higher in impact than competitor business journals including the Harvard Business Review and MIT Sloan Management Review in a recent analysis by Thomson Reuters. The impact factor is determined by the number of citations from the journals’ articles that appear in academic publications. CMR’s impact factor has risen from 1.667 to 1.994 in just two years (with a 5-year impact factor increase from 2.954 to 2.672).

Leaders Influencing the World

Professor Emeritus and Federal Reserve Chair Janet Yellen was named sixth on Forbes’ 2014 “World’s Most Powerful People” list of 72 leaders—second out of nine women after German Chancellor Angela Merkel. Yellen is the first woman to lead the world’s most influential central bank. She began overseeing the Fed’s $4.5 trillion in assets in February 2014.

4 Leaders

Alumni

Marathon Superman

Tim Durbin, MBA 10, became the lone American of 12 runners to complete the 2015 World Marathon Challenge—running seven marathons on seven continents in seven consecutive days. The 31-year-old management consultant started on Union Glacier in Antarctica on Jan. 17, then ran in Punta Arenas, Chile; Miami; Madrid; Marrakech, Morocco; Dubai; UAE; and finished in Sydney on Jan. 23. He slept on business-class flights between continents. At one point, Durbin completed two marathons with less than seven hours of rest. Not bad for someone who completed his first half-marathon about a month after arriving at Berkeley-Haas.

His average time for each marathon was 5 hours and 16 minutes. As part of the experience, he raised money for cancer research. What’s next for Durbin? Running 24,901 miles—the length of the equator—by 2022.

6 Faculty Paying Tribute

John M. Quigley, the Berkeley-Haas housing expert who passed away in 2013, has been memorialized with a medal bearing his name. The American Real Estate and Urban Economics Association established the annual John M. Quigley Medal to honor a scholar whose work advances the fields of real estate, urban economics, public finance, and regional science. Quigley had been a faculty member of Berkeley-Haas’ Fisher Center for Real Estate and Urban Economics since 1998 and was founding director of the Berkeley Program on Housing and Urban Policy.

8 Awards

Faculty Accolades

Prof. Teck Ho receives prestigious honor

Professor Teck H. Ho has become the second recipient of the Williamson Award, the highest honor bestowed by Haas faculty to a fellow faculty member who exemplifies the Defining Principles that differentiate Berkeley-Haas as an institution. The award is named for Nobel Laureate and Haas Prof. Emeritus Oliver Williamson.

Ho holds the William H. and Marilyn R. Hix Professorial Chair in Finance and Strategic Management at Haas. He is also the director of Berkeley-Haas Asia Business Center, which forging partnerships with Asian institutions to further develop management education and research.
Haas prize money for $1,500 total among university Prize money won by Gifts to Cal received in one day Gifts—the largest Haas in just 24 hours programs, spurred on by Cal community to sup- UC Berkeley’s Big Give on Big Give = Learn more: biggive.berkeley.edu

Responsible Business Abroad

Haas-hosted conference offers insight for White House action plan

How should the US government address corruption and bribery, human-trafficking and discrimination, labor rights, and environmental sustainability? Berkeley-Haas was one of only four schools nationwide invited by the White House to host a dialogue on just such topics. The goal of the February meeting was to provide input for a future national action plan regarding American corporations operating more responsibly abroad.

Alumna Leads SkyDeck

Serial entrepreneur has started Berkeley startup accelerator

Caroline Winnett, MBA 90, took over the helm of Berkeley’s SkyDeck in November, becoming the executive director of the accelerator that offers UC Berkeley teams membership, working space, and exclusive contacts to help launch their businesses.

“There’s an insane amount of talent aligning here,” says Winnett. “SkyDeck has a laser focus on helping these budding entrepreneurs succeed when their team has a somewhat mature business idea.”

Winnett herself has led several startups, most recently as founder and CEO of BrandNoun, a neurosciences-inspired marketing company. Since taking over as executive director, she’s started to restructure SkyDeck, which opened in 2012. Winnett is building more formal steps into the accelerator process, bringing in staff to support that buildout, and figuring out how to best align the university’s many resources with SkyDeck’s needs.

SkyDeck’s Shattuck Avenue penthouse now hosts 28 teams. Nine of the current SkyDeck startups and 11 former startups have Haas affiliations, including Jason Bellet, BS 14, who helped develop the digital stethoscope company Eko. Bellet and his team were recently recognized in Forbes’ 2015 “30 Under 30” list.

“The most important thing I do is listen to the startups,” says Winnett, a classically trained violinist, “you want to get to a point where they’re singing their song and people are listening.”

Award Winner

Assistant Professor Clayton Critcher of the Haas Marketing Group was one of only five researchers to receive the SAGE Young Scholars Awards by the Foundation for Personality and Social Psychology (FPPS) in collaboration with SAGE Publications. The award, given in February, recognizes outstanding young researchers in personality and social psychology and includes $5,000 for research or study. Critcher’s research focuses on judgment and decision making, self and identity moral reasoning, and consumer experience and preferences, all with the aim of understanding how people reason about and behave in ambiguous and challenging social, economic, political, and moral settings.

EMBA 2.0

2014 class completes reinvented program

The inaugural Berkeley MBA for Executives (EMBA) program graduated its first 68 students in January, marking as a success Berkeley-Haas’ first new-degree program since 2001. The EMBA program launched in 2013, after Berkeley-Haas and the Columbia Business School agreed to end their joint program.

“This is the first time to experience the Haas School’s unique brand of experiential learning, which comprises 25 percent of the curriculum. At the heart of this new EMBA format were five immersive learning experiences led by Haas faculty on location: leadership communications in Napa Valley, entrepreneurship in Silicon Valley, applied innovation in San Francisco, business and policy in Washington, D.C., and innovative pricing in Shanghai.

“It is a different model than how Haas applies experiential learning in other MBA programs or the undergraduate program,” says Mike Reilly, assistant dean and EMBA executive director. Faculty devote a significant commitment in time and personal connections. “This is not a standard instructional delivery,” he says.

Joe Inkenbrandt, EMBA 14, a former engineer for a semiconductor company, said the program was transformative. “By the end of the Silicon Valley Immersion Week, I was convinced I could found a company and that it was completely doable,” says Inkenbrandt, who went on to co-found IdentityIQ with Stephan Thomas, a guest speaker at one of his Haas classes.

Balance Sheet Strength

Surgings forward with physical, human, and financial capital

Berkeley-Haas’ balance sheet—the physical, human, and financial capital powering our continued rise—has never been stronger.

Our schools reputation has thrust upward ever since moving into our current three buildings in 1995. We’ve had higher rankings, more media visibility, and deeper employer and alumni engagement. Our physical capital has hit a new inflection point with a remarkable fourth building, described in this issue. This 80,000-square-foot structure will stand at the north end of our redesigned “village square” courtyard and will include flat, flexible classrooms ideal for experiential learning, group study areas to accommodate how work in both the real world and universities has evolved, and event spaces to bring our community together with the world’s top thinkers and practitioners.

This building, funded from gifts, will add an estimated $6 million in net cash flows to the school’s annual operating budget, allowing us to serve more students. Add our new Innovation Lab at Memorial Stadium, redefined library space, and other renovations, and you have physical capital that rivals any school and, more importantly, that matches what Berkeley-Haas is about: our Defining Principles, our collaborative approach, and our incessant leaning toward the future.

On human capital, our most distinguishing asset is our faculty, also stronger than ever. Over the last five years, we have won tenure faculty battles against Stanford GSBS and Harvard Business School. We have also had tenure faculty wins against Chicago, Columbia, Kellogg, and Yale. Our professional faculty—those not on the tenure track but instrumental to our teaching mission—are the envy of the industry. One top business school dean who was doing an external review told us, “I would kill to have your professional faculty.”

On financial capital, our endowment at the end of last academic year cracked $800 million for the first time. We are eighth among the top 10 business schools, all nine of the others being private. I see tremendous headroom for further endowment growth. We topped the $100 million mark in 1999, with some tough financial years in between, so another tripling over the next fifteen years will have us scratching at $1 billion. With our robust physical capital, a much larger fraction of giving in our next capital campaign can go toward endowment, for example, for student aid and critical program support in entrepreneurship.

The future is bright. Thanks for being part of it. 

Sincerely Yours,

Rich Lyons, BS 82
lyons@haas.berkeley.edu | @richlyons
**Capitalizing on Failure**

The other "F" word: New faculty book shows how to channel failure into innovation

Most would agree with the old adage to learn from your mistakes—but how? In their new book, *The Other “F” Word: How Smart Leaders, Teams, and Entrepreneurs Put Failure to Work* (Wiley, March 2015), Berkeley-Haas Lecturers John Danner and Mark Coopersmith, MBA 86, offer a framework for transforming failure into increased innovation, improved employee engagement, and accelerated company growth.

The book also includes interviews with some 60 high-level executives and entrepreneurs—from such organizations as Google, DuPont, and UCSF Medical Center—who share their own experiences with failure.

“Every organization or leader experiences failure. It is the biggest, most valuable yet untapped resource to succeed,” explains Danner. Danner and Coopersmith, both senior fellows in Berkeley-Haas’ Lester Center for Entrepreneurship, teach a pioneering MBA course by the same name and became interested in failure as a book topic when talking to groups of MBA alumni during a lecture tour.

“After our talks, people came to us and asked how they could start a conversation about this taboo topic in their organizations,” says Coopersmith. “That’s the goal of our book: to kick-start those conversations about the ‘other ‘F’ word.’ It is not an academic textbook but rather a pragmatic guide to exploring the frontiers of failure and improving performance.”

The book, aimed at an organization’s leadership as well as its team members, offers practical advice structured around their seven-stage Failure Value Cycle:

- **Respect** and anticipate failure in order to reduce the fear of failure.
- **Rehearse** to improve your reflexes when failure happens.
- **Recognize** failure’s signals earlier to buy time.
- **React** quickly to minimize damage.
- **Reflect** to draw insights.
- **Rebound** to put new action plans into play to improve performance.
- **Remember** to strengthen workplace culture.

“Think of failure like gravity,” says Danner, “It’s a pervasive fact of life that you can’t ignore but can leverage to reach new heights.”

Danner and Coopersmith’s book also features insights from well-known individuals. A startup guru; Guy Kawasaki; and many entrepreneurs—from such organizations as Google, DuPont, and UCSF Medical Center—who share their own experiences with failure.

People may associate political correctness with conformity, but new research by Berkeley-Haas Professor Jennifer Chatman and Berkeley-Haas alumni finds it also correlates with creativity in work settings. Imposing a norm that sets clear expectations of how women should interact with each other into a work environment actually encourages creativity among mixed-sex work groups by reducing uncertainty in relationships.

The study highlights a paradoxical consequence of the political correctness (PC) norm. While PC behavior is generally thought to threaten the free expression of ideas, Chatman, of Haas’ Management of Organizations Group, and her co-authors found that positioning such PC norms as the office standard provides a layer of safety in the workplace.

“Creativity is essential to organizational innovation and growth. But our research departs from the prevailing theory of group creativity by showing that creativity in mixed-sex groups emerges not by removing behavioral constraints but by imposing them. Setting a norm that both clarifies expectations for appropriate behavior and makes salient social sanctions that result from using sexist language unleashes creative expression by countering the uncertainty that arises in mixed-sex work groups,” says Chatman.

The other “F” word also features a foreword by Time Warner CEO Jeff Bewkes and an afterword by China Gorman, one-team model where each team member works simultaneously.

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Thought Leaders

The Energy Institute’s emphasis has always been on current issues facing business and policy makers.

“Everyone here is driven by climate change, poverty, and other aspects of energy’s impact on the world,” says Energy Institute Executive Director Andrew G. Campbell. He joined the Institute last year after working at two energy startups and the California Public Utilities Commission (CPUC), the powerful agency that regulates state utilities, where he advised two commissioners.

This focus on real-world concerns influences lives and the future of energy use around the globe. In the developing world, for example, the Institute is working on a grid connection project in Kenya. In 2013, Haas joined MIT and the University of Chicago in launching The E3 Project to measure and enhance the impact of energy efficiency initiatives. Funding for the joint-effort came from the Alfred P. Sloan Foundation. “If you look at all the carbon mitigation scenarios or the recent federal policy on greenhouse gas emissions, they’re relying on a lot on energy efficiency,” says Catherine Wolfram, Haas’ Cora Jane Flood Professor of Business Administration. “so we want to understand as much as we can about the savings created by energy efficiency programs.”

Wolfram is also faculty director of the Energy Institute with Associate Professor Lucas Davis. She and Davis were drawn to Haas from faculty positions at Harvard and the University of Michigan, respectively, in large part due to EI’s active engagement in policy and exceptionally high quality and collegial research community. “We’ve purposely tried to create a rich intellectual community here,” says Wolfram. Davis, who arrived at Berkeley in 2009, has since turned down offers from other prestigious schools in favor of the collaborative culture at Haas.

It is this culture of actively seeking constructive dialogue with colleagues and members of the energy industry that helps the Institute thrive. Popular daily brown-bag lunches connect students and faculty—often joined by leaders from solar companies, utilities, oil companies, tech firms, environmental groups, or regulatory agencies—to exchange ideas and help focus research. A weeklong summer “camp” for faculty and student researchers is another genesis of cutting-edge energy scholarship. The Institute’s annual Power Conference, now in its 20th year, presents research that is...
on the frontiers of energy economics along with real-world feedback from industry executives, regulators, and other industry experts.

Given its collaborative nature and success partnering with members of the Berkeley community and other institutions, the EI’s influence in the world of research is significant. “When you meet people doing interesting economics work, nine times out of ten you’ll find they have a connection to the Energy Institute, either as PhD or MBA students or as visiting researchers at EI,” says Energy Institute Research Associate Maximilian Auffhammer, professor in the Department of Economics at Davis, at the time Borenstein had already begun focusing more of his research on oil and gasoline markets. But California was just beginning to consider electricity deregulation, opening up new areas of study. Leading the Energy Institute also offered a chance to build a substantial internal research community.

Engaging in Policy

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A Beginning in Energy Markets

When Borenstein was tapped in 1994 to become director of what was then called the University of California Energy Institute, he found a position brimming with opportunity. A faculty member at UC Davis at the time, Borenstein had already begun focusing more of his research on oil and gasoline markets. But California was just beginning to consider electricity deregulation, opening up new areas of study. Leading the Energy Institute also offered a chance to build a substantial internal research community.

Engaging in Policy

The EI’s collaborations established an important milestone in California’s cap-and-trade program with the inclusion of transportation fuels under the cap. The policy was much debated, with opponents denouncing it as a punitive gasoline tax and claiming there would be catalytic impacts unless the legislature exempted transportation fuels. “Severin effectively rebutted those claims but also identified potential scenarios in which price spikes could occur and recommended how to mitigate them,” says Ralph Cavanagh, energy program co-director for the Natural Resources Defense Council (NRDC). “His research was the most important I saw in influencing the California legislature not to change course.”

Severin Borenstein (center) stepped down as director of the Energy Institute at Haas (EI) last June after 20 years in the role. Cavanagh, one of the EI’s founding members and the current director, says Borenstein’s influence in the energy policy world, remains a critical focus for the Institute. “What happens in California will determine whether other states adopt similar policies or not, so it’s incredibly important that we do it right,” says Davis.

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Fueling the Energy Institute

Professor Sevin R. Borenstein brought the Energy Institute at Haas to preeminence in energy economics and policy by attracting top faculty and students, developing relationships with industry and government, and keeping the culture collaborative.

He has advised California lawmakers on the state’s groundbreaking cap-and-trade efforts and in critical energy issues, from electricity deregulation to gasoline prices.

Last December, Borenstein was appointed to the California Energy Commission’s Petroleum Market Advisory Committee.

“Borenstein translates the disruption into attention is among Severin’s gifts, “says Ralph Cavanagh, energy program co-director at the NRDC.

Ralph Cavanagh, energy program co-director at the NRDC.

Among its many programs, BERC’s network of UC campuses and Energy Institute formalized its longtime collaboration with Berkeley-Haas and became the Energy Institute at Haas.

For many years, the course was unique among top MBA programs in its focus on the fundamental economic and finance concepts of the energy business. “In the last few years, other business schools have begun to offer a similar course, many taught by faculty who have been either graduate students or visitors at the Energy Institute,” says Davis.

The course is just part of a robust, interdisciplinary coursework that has evolved to accommodate the quick popularity led it to become a full-fledged Haas course. CEM helps commercialize cleantech projects from researchers campuswide and at Lawrence Berkeley National Laboratory using the expertise of graduate students in business, engineering, public policy, and law.

Requests are now coming in from other national labs and top-tier universities and even from abroad. “Our specialty is an innovative process that widens the lens to identify new and promising markets, many of which hadn’t been on the table before,” says Beverly Alexander, co-director, with Brian Steel, of CEM.

For example, California-based Point Source Power makes fuel cells that use carbon dioxide to power electronics in developing countries. CEM students helped the company see that it could also profit from it. It’s Borenstein whom faculty and alumni credit for creating that prominence and for developing relationships with industry and government, maintaining an emphasis on policy-relevant research, and keeping the culture collaborative.

With the momentum it’s already generated, the Energy Institute at Haas will continue to make Berkeley-Haas a hub of energy business and policy. "People can either listen to them now or listen later," says PG&E’s Straus. "I try to listen to what they are saying now and what can be done differently."
Construction has begun on Berkeley-Haas’ state-of-the-art learning laboratory that will be devoted entirely to students’ education and interaction. It is slated to be ready for students by Fall 2016.

The six-story, 80,000-square-foot North Academic Building will increase the Haas School’s area by a third—adding 858 classroom seats—and offer the spaces business students need to thrive: flexible as well as tiered classrooms, group study rooms, a sixth-floor event space, and a technology infrastructure to allow for digital education, live streaming, and video conferencing. Classroom and digital learning will harmonize to foster community and provide a world-class education. “The goal of the new facility is to create the best, most up-to-date learning experience for our students,” says Dean Rich Lyons. “That’s why our North Academic Building will offer different styles and sizes of classrooms and study rooms.”

The building will be truly student-centered—no administrative offices will be housed there—and the space is much needed. Enrollment at the school has nearly doubled over the past 20 years to 2,200+ undergraduate and graduate business students in six degree programs.

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The $60 million structure will be funded with private donations, with alumni playing a key role. Ned Speiker, BS 66, managing partner of the private real estate firm Spieker Partners, was the school’s lead partner for developing the vision for this building. The Lisa and Douglas Goldman Fund; Robert G. O’Donnell; BS 65, MBA 66, retired senior VP and director of Capital Research and Management Company; and the late Barclay Simpson, BS 43, founder of Simpson Manufacturing Co., among others, have also contributed significant gifts to the campaign.

Mindful of environmental stewardship, the North Academic Building has been designed to target certified LEED (Leadership in Energy and Environmental Design) Gold status. Digital displays of real-time energy data will provide accountability and allow for user feedback.

The building will prepare Berkeley-Haas for the future so that the community can continue to redefine how we do business. “Over the past 20 years, our school has experienced a spike in visibility and rankings, alumni engagement and giving, and employer engagement,” says Lyons. “This will help ensure we continue on this trajectory.”

Learn more: haas.berkeley.edu/NewBuilding
Measure of Success
Technology CEO tracks the human side of business

John Stroup, MBA ’95
President and CEO, Belden Inc.
St. Louis, Mo.

The movie Field of Dreams may have popularized the saying “if you build it, they will come,” but Belden CEO John Stroup’s motto is a little different: If you measure it, it will change. For the better.

“I’ve long believed that what gets measured gets done,” Stroup says, “so I am a fanatic about tracking everything we do. And not just the typical numbers stuff, but also human resources—the company’s talent and culture.”

When Stroup signed on with Belden in 2005, he joined a company with a rich history. Founded in 1902 by Joseph Belden, the firm started as a manufacturer of magnetic copper wire used for telephone coils. Thomas Edison was an early customer. More than 100 years later, it provides both software and hardware—cables and connectors, servers, routers—to broadcast, industrial, and enterprise clients in a wide range of industries.

Stroup’s “measure everything” credo has brought a fresh energy to the firm. In the past decade, its enterprise value has increased from $1 billion to $5 billion; it has made 14 acquisitions, including broadcast technology companies Grass Valley and Miranda Technologies and cybersecurity firm Tripwire. Stroup will deliver the MBA commencement address in May.

In the Back
Your Haas Network

CONFIDENCE WITHOUT ATTITUDE

Business
Chemistry

Tamar St. Claire, BEMBA 04
Chief Innovation Officer, Xerox Commercial Healthcare
Sacramento, Calif.

With her flair for math and science, Tamara St. Claire surprised her one by earning a PhD in chemis-

ty at UC Davis in 1995 and subsequently
directing research teams at Roche Diagnostics and
Abbott laboratories. But a funny thing happened on the way to the lifelong science career she’d imagined for herself. “I kept getting pulled off the bench into technical marketing meetings and sales activities,” says St. Claire. “And I was good at it.”

In fact, that’s how she ended up working with the former management team at Xerox. When the company’s chairman asked her to lead its Xerox Healthcare division, St. Claire was floored. “This was a PhD chemist who was asked to become a decision maker in a business role,” she says. “It was rough, sometimes, leaving work for class when my buddies were heading out to play pool. But I certainly discovered just how much I could handle on, personally and professionally.”

Moving forward, Stroup continues to track Belden’s vitality, specifically by charting its percentage of revenue from products that are less than three years old. “In the past 10 years, our research and development budget has increased tenfold,” he says. “Since R and D is an important measure of a company’s health, it’s an area of particular focus for me.” — Kate Madden Lee

Leadership at the Bedside

Chuck Prosper, MBA’97
CEO, Alta Bates Summit Medical Center
Berkeley, Calif.

Chuck Prosper succeeds in leading a medical center with nearly 700 beds and three sites in part because of his ability to navigate diverse perspectives.

“T"m often in meetings with both physicians and administrators, working to balance their different viewpoints,” he says. “It reminds me of my time at Haas, when I was surrounded by people from more traditional business professions. I was only one of two students with a health care background—but the cross-pollination of perspectives was invaluable.”

Prosper started his career in 1989 as a physical therapist at the University of Pennsylvania Medical Center in Philadelphia; over the next few years he moved into administrative leadership in the physical and occupational therapy departments. He balanced clinical practice and administrative work for 16 years, leaving clinical practice com-
pletely in 2004. After earning his MBA, he worked for Sutter Health’s Marin General Hospital as chief administrative officer. He became COO of Alta Bates Summit in 2010 and CEO in 2012.

“I pursued my MBA to become a better leader, and because I under-
stand patient care at the bedside, I hope to influence care delivery on a larger scale,” he says. One of his key accomplishments since he arrived at Alta Bates Summit has been the in-time, on-budget completion of a new 238-bed, 10-story patient care facility in Oakland. Now, he actively seeks new ideas.

“It’s a trying to visit with a patient every day, as well as with staff, nurses, and physicians,” he says. “We all can learn from each other through active listening.” — NMW

PHOTOGRAPH BY PATRICK F. SMITH

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In the Back
to meet that demand, both very valuable. “I learned there were 6.5 billion calls a year to 411,” Andronikov says. “It was a $10 billion business—nobody really cared about.” That was the start of his career as a serial entrepreneur and angel investor. He left Chase in New York and returned to the Bay Area, where he secured funding to start iFreeDA, a service that provided free directory assistance in exchange for advertising. If a caller asked for Pizza Hut, the response would consider the caller’s location and past preferences, then provide an offer to, perhaps, Domino’s. He sold the venture to AT&T in 2006.

“Then I started looking at rapidly growing content [SMS] texting traffic.” Andronikov says. His next venture, MoVoxx, integrated ads into messages from large media companies providing stock quotes or sports scores. Motticity bought MoVoxx in 2010 for $100 million.

Andronikov’s next act is to transition into venture capital to help fledgling companies the way he had been helped. Though still building his company, he hopes to “shake up the VC model.” He believes investors should help startups validate and solve true pain points in the market rather than build trendy new tech. Andronikov also likes to finance industry experts who have identified a solution in their areas of expertise. Andronikov credits MoVoxx with exposing him to a variety of perspectives. “I also had professors who had been there and weren’t just teaching out of a book,” he says. —ME

Sensing Success
Sam Massih, MBA 10
Director of Wearable Sensors, InvenSense
San Jose, Calif.

In 2012, when Sam Massih became director of wearable sensors at InvenSense, a manufacturer of motion-sensor technology for smart phones, gaming devices, and more, he already had 18 years of experience working in the semiconductor industry—aided by his Berkeley MBA. And he brought all those years to bear when tasked with investigating the market for the future of data-tracking sensors worn on the person, like pedometers and activity trackers.

Massih discovered that people were dissatisfied with existing devices, as they generally measure only footsteps. Many pedometer users, however, were biking, swimming, and rowing. And they wanted sensors to give them credit for these strenuous activities. “I could have looked into the wearable tech area,” says Massih. “My background in growing new markets with semiconductor technology was very valuable.”

Massih has since spearheaded InvenSense’s effort to meet that demand, both by adding additional sensors to measure factors like speed/distance, heart rate, and stairs climbed and by incorporating tiny gyroscopes to track more complex user motions. Under his tenure, InvenSense has grown to become the leader in such devices, with sensors in every high-end Android watch released in the last year.

Early in his career, Massih discovered an affinity for technology management, working as a technical business manager at Maxim. Integrated Products before moving to NXP Semiconductors (formerly Philips) as a technical marketing manager and SEmtech as the director of the touch interface product line. Massih enjoys the freedom to lead his own team. “It’s like running your own business within a bigger business,” he says. InvenSense is a small niche company compared to his other firms, and Massih welcomes the opportunity to help grow the business—a skill he honed at Berkeley—Has, —ME

Capitalizing on Mobile
Alec Andronikov, BS 04
Mobile Media Entrepreneur
New York City

While working in finance for JPMorgan Chase, Alec Andronikov saw an opportunity he couldn’t ignore. It was 2005, and people were dialing 411 to find a phone number. “I learned there were 6.5 billion calls a year to 411,” Andronikov says. “It was a $10 billion business—nobody really cared about.” That was the start of his career as a serial entrepreneur and angel investor. He left Chase in New York and returned to the Bay Area, where he secured funding to start iFreeDA, a service that provided free directory assistance in exchange for advertising. If a caller asked for Pizza Hut, the response would consider the caller’s location and past preferences, then provide an offer to, perhaps, Domino’s. He sold the venture to AT&T in 2006.

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In the Back
One of the most valuable benefits of earning a Berkeley-Haas degree is access to a strong, supportive community whose members help one another achieve their full potential. Numerous events throughout the year, such as the Haas Celebration in Silicon Valley at the Menlo Circus Club (above), provide opportunities to connect in lasting and important ways. In February, alumni, students, faculty, and staff gathered for the 16th annual evening of networking. The event has become a hotbed for sparking business opportunities in a variety of industries. “I just started a company with someone I met at a Haas Menlo Circus event a couple of years ago,” says Carter Keller, MBA 04. “We were brought together by the colorful industry name tags and the Berkeley-Haas Alumni Network!” Pictured: Rafa de la Gula, MBA 12; Panpan Wang, MBA/MPH 12; and Stephanie Tsai, MBA 12.
22

Haas Alumni Notes

UNDERGRADUATE

1950
Mimi (Mary) Renard Know of Walnut Creek, Calif., announces, “After eight years of personal finance books, I started retirement with the publication of my first novel, Blind Will. It’s a story set in Berlin in the last year of the war and follows the German W2 rocket program, where more than 3,000 folks worked. The novel is available in hardcover, e-book, and a really smart wife and a really smart child.”


1962
Ronald Cassano, of Walnut Creek, Calif., announces his re-election to a fifth four-year term as Walnut Creek City Treasurer and the celebration of his and Karen’s 50th wedding anniversary.

1965
Richard Cutler passed away unexpectedly on Dec. 11. His distinguished career included two stints with the Austin Community College (ACC) District (in the 1960s and again starting in 2004), teaching at Ferris State, and working at the Tomás Rivera Policy Institute in Southern California. ACC honors him in January with a special memorial resolution that expressed “gratitude and respect for Dr. Richard Cutler.”

1970
James Jorgensen, of Walnut Creek, Calif., announces, “After eight years, the Cal Band will be there to remind, “Join us for a show with an orchestra and professional artists. We begin passing in its top five on an annual basis. It is also a strong swimming rail (still very much a part of the Cal Band) and Carol (still very much a part of the Cal Band) enjoy each other and look forward to seeing each other on a regular basis.”

1980
Erich Wolf

1990
Rev. Richard W. Haas, of San Jose, announces, “After years of isolation, having his daughter, Isabella, and Ana, son Sebastian, reach a 20-year employment milestone at Richol USA, Inc., where this update’s Jeff first book The Unworker’s Ten Commandments is being published by the American Bar Association. In it, it’s a how-to guide for making real, managing crises, employing your time, and not killing yourself on the way. Jeff is a partner at Beverly Hills-based Latham & Watkins LLP. The story highlights Andrew’s role at Latham & Watkins, which he joined in 2004, teaching at Austin Community College and blogging at The Brown Shoe Company. His self-defined growth goal is to help individuals and groups. Contact me for my services at a discounted rate. Go Bears! I live in Irvine, Calif.”

2000
Ted Andrews, of Concord, Calif., writes, “Recently reached a 20-year employment milestone at Richol USA, Inc., where this update’s Jeff first book The Unworker’s Ten Commandments is being published by the American Bar Association. In it, it’s a how-to guide for making real, managing crises, employing your time, and not killing yourself on the way. Jeff is a partner at Beverly Hills-based Latham & Watkins LLP. The story highlights Andrew’s role at Latham & Watkins, which he joined in 2004, teaching at Austin Community College and blogging at The Brown Shoe Company. His self-defined growth goal is to help individuals and groups. Contact me for my services at a discounted rate. Go Bears! I live in Irvine, Calif.”

2010
Grace Chang, of San Francisco, Calif., has her career weds fashion and technology practice.

2020
Andrew Tai, BS 09, “I started a new job at the law firm Latham & Watkins LLP. I bought my first house, in Irvine, Calif.”
commercial real estate acquisitions. Albert lives in the New York City area.

Jasmine Guo, of San Francisco Bay Area, has joined Visio's University Talent Team, based in the Bay Area. And she is recently engaged!

Scott Holcomb, after being with Aflria for four years, began work for Silverhill Investments as account executive in Cambridge, Wash.

Georgia Jiang, of Taipei, Taiwan, currently works as the business development manager for Scharom in Shanghai, Taiwan. She earned her Master of Finance from Shanghai Jiao Tong University in 2012.

Allyson Liu, of San Francisco, Calif., was promoted to assistant manager, marketing operations, at Macys.com, where she started as a marketing operations coordinator in 2013. Allyson continues dancing in San Francisco with Funkanometry, and she served as artistic director in 2013. While at Haas she was involved in several student dance groups, including Dancework, Main Stacks Dance Team, and Nemovent.

Shazia Virji is a marketing manager at Mint.com, initially focused on partnership management. She writes, "I drive revenue growth across our key business verticals by managing end-to-end marketing campaigns. I also serve as the VP of digital strategy and HLN scholarships chair." 2012

Christopher Hamond, of Martinez, Calif., announces, "I will be graduating from Boalt Hall School of Law in May 2015, then plan to take the California bar exam in July before beginning work at Skadden, Arps Slate Meagher & Flom in the corporate group. My wife (Kaitlyn) and I are expecting our first child in April.

Adam Levy, of Washington, D.C., joined the National Cemetery Foundation (NCF) as an accountant in November. He has relocated to the Washington, D.C., metro area.

Alicia Perez, of Martinez, Calif., graduated from the University of California, Berkeley, with a Bachelor of Science in Microbiology, Immunology, and Molecular Genetics.

Brian Thomas, BS 10

Unique insights
Unconventional management strategies
Disruptive trends
Explore the Berkeley-Haas Case Series cases.haas.berkeley.edu/
MBA cont.

1982

Marshall Leis, of San Mateo, Calif, writes, “Started a new job at Red Rock Connect as vice president of Platform Technology & Partner Sales in December. Red Rock Connect is the leading mobile restaurant management software specializing in providing innovative technology for the restaurant, retail, and hospitality industries. The company delivers a comprehensive suite of customizable software designed to automate managerial challenges such as hiring, training, scheduling, business intelligence, shift communication, labor, and inventory.”

1983

Philip Livingston, of Spokane, Wash, reports, “I recently became CEO of a small public company, Ambidextrous Group, in Spokane. The company runs a full suite of To People Ambassadors student travel business. In 2014, we traveled 16,000 students to all seven continents. Our challenge is to transform the company’s go-to-market approach, which has been direct mail, to more engaging in-person events. Our vision is to be the most customer-centric company in the student travel industry.”

Karen Criddle, of Belvedere, Wash, has been getting together with five female classmates: Kate Johnson Hart, Teresa Jordan Martin, Laura Hudson Evans, Julie Sloman Chrisman, and Jean Nowska Pelini, all MBA 86, each fall for seven years. “This is our twelfth year, and we enjoy hikes, cooking, networking, and sharing advice.” The group was recently joined by classmates Mark CooperSmith, John Thomas Kane, all MBA 86, for brunch at Sams in Tiburon.

1984

Dan (Pine) Firepine, of Berkeley, Calif, writes, “Still at Kaiser, Emer- gency Medicine. I’m inducting medical startup ideas and am open to connecting with others regarding brainstorming on substantive health care/ tech innovation(s). Married to Jennifer, have five 18-year-old and a 9-year-old girl.”

1985

Mark CooperSmith, of Tiburon, Calif, writes, “Kathy, our three youngest children, Michael 11, Andy 9, and Morgan 6 (co-authored with my Princeton colleague John Danner, the book is called The 7 Pillars of Augmentation).”

1986

Bryan Bloom, of Isola Beach, Calif, announces, “Started a new venture with my brother Jeffrey Bloom. We are an investment company focused on real estate and opportunities in the equine and horse racing industry. We already own a horse racing stable where we race, breed, train, and syndicate horses. In addition, we are in the process of our first investment in the same space. There is no other company that does what we do and we have very large and wide industry knowledge, expertise, and access. My brother Jeffrey is well-known in the industry having spent his entire career in horse racing. He started as a professional jockey.”

M&B Alumni Notes

2015 REUNION April 23–26, 2015

Mark Coles, of McLean, Va, announces, “To November 14, I was named to the governing board of the Indus-U.S. Science and Technology Forum, an autonomous, not-for-profit society that promotes and catalyzes Indus-U.S. bilateral collaborations in science, technology and engineering, and biomedical research through interaction among government, academia, and industry. I continue to work in the Physics Division of the National Science Foundation, which I believe has responsibility for the creation and support of the future Gravitational Wave Observatory (LIGO) program, which I am the prospects for a partnership with India to establish LIGO in India to establish a LIGO observatory in India. This year I also assumed principal responsibility for oversight of NSF funding of U.S. participation in the ATLAS and CMS detectors at the Large Hadron Collider (LHC) at CERN. 2016 promises to be a very exciting year scientifically, with the restart of LHC operation in the spring and the first searches for gravitational radiation detections in the fall.”

Charles Jones, of San Jose, Calif, announced, “I am entering my 27th year at Apple. I am currently serving as a technology evangelist for the mobile market. Looking forward to my three-month Sabbatic- cal in the summer. Will travel to China, Japan, and France. Hope to see classmates. Had a great time reconnecting with classmates Rob Karmele, Rich DaCosta, and Shawn Rockwood, all MBA 82, at a recent holiday gathering.”

1991

Karmele, Rich DaCosta, and Shawn Rockwood, both to graduate from Haas for the mobile market. “I recently became CEO of a small public company, customizable software designed to automate managerial challenges such as hiring, training, scheduling, business intelligence, shift communication, labor, and inventory.”

1991

Charles Jones, of San Jose, Calif, was recently elected to the San Jose City Council in District 1.

Francesco Rockwood, of Berkeley, Calif, writes, “Susan, MBA 83, and I are now a year and half into our new venture, Rockwood Pacific. Our firm provides professional real estate services specifically related to decision support, development services, financial advisory, and real estate transactions. Susan and I feel blessed to be supporting great organizations committed to advancing the wellness and health of all adults. Our only regret is that we don’t get to work with other Haas alumni as often as we’d like. Anyone up for meeting in San Francisco after work?”

1994

Bruce Deiner, of Tokyo, Japan, reports, “A group of 1984 MBA alumni and spouses gathered in December for a lively 20th reunion din- ner in Tokyo. The hospitality was excellent, and instead of being reelected, I was tapped to chair the committee of alumni and families who are planning a second reunion in Tokyo in 2017. The atmosphere was both energetic and encouraging. The most reelected, remarked, ‘We are in awe of classmates back in the Bay Area. We are proud to have been associated with such class in the Bay Area.’”

In the Back

In the Back

About the Back

The Back is our online magazine for Berkeley Haas alumni. It’s a place to share news, keep in touch, and get inspired by fellow alumni, faculty, and students. Submit your news online at haas.berkeley.edu/back.
In the Back

Haas Alumni Notes

MBA cont.

Adrienne Hogg, MBA 94

Adrienne Hogg, of Berkeley, Calif., announces, “After 25 years as a finance professional with public and private corporations, I am embarking on an entrepreneurial path. I have founded Gather Locally, an online marketplace for small independent retailers, and I am taking a break from work to get us all settled in.”

Toshiyuki Ogura, Taketoshi Sagisaka, Hiroshi Ohkubo, Atsushi Deaner, Hiroyuki Yamamura, Yuka Ohta, Yoko Toda, Katerine Orts, Rosalynn Oguni, Takahiro Sogo, Hisatake Ohkubo, Atsushi Toda and Oma Watanabe.

In the Back

Greg Patterson, Edgard Capdevielle, Pascal Hoffmann, and Chris Bertin, all MBA 04, at the 2014 Santa Cruz triathlon.

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seven years in Redmond, Wash., working for the Xbox team at Microsoft.

Norit Fuji, of Tokyo, Japan, is head of Google Play Developer Marketing APAC.

Dave Seiler joined Lattice Investment Management in Green- brooks, Calif., as portfolio manager; prior, he worked as portfolio manager at Artisan Partners for nearly eight years.

Shannon Graham reports, “I’ve transferred from San Francisco to Dubai, to lead Middle East market expansion for Navigant Consulting’s Energy Practice. As of mid-2014, I moved to the United Arab Emirates with my husband (Carlos), and children (Rena, 8, and Marco, 5). We are enjoying the ex- pocity high energy, and the time here is becoming a lot more fun. We will return to the area in 2016. Please let us know if you are in Dubai or can connect us with professionals or social circles.”

Fred Lam, of Hong Kong, announces, “The four Haas families in Hong Kong celebrated Christmas together. It was an evening of gifts and joy for the kids and wine and food for the adults. We missed the Richard Ann family; otherwise, would be full house for Haas 2003 in Hong Kong. Separately, my family welcomed our baby Mark to the family! Now we have a boy and a girl.”

Tony Tai, of Beijing, China, joined Dlraiga.com as senior director of marketing based in Beijing City, China. For the past seven years Tony worked in product marketing for Microsoft.

2004

Rodrigo (Moreira) Bruma, of Austin, Texas, reports, “We moved from the Bay Area to Austin, Texas. Never thought of leaving California, but found Austin to be a hidden jewel with great quality of life, people, job market, education, and affordable housing. Took a job as VP of finance for Mom’s Retail (RadioShack, Inc.—the world’s largest marketplace for digital offers. Participated in company’s IPO summer of 2013 and built a world-class finance organization for the post-IPO era. Alessandra and I are doing really well and Bella enjoying public school. Looking forward to the 15-year reunion!”

Jen Mayer, of San Francisco, Ca
ty, updates, “I graduated from Stanford’s Energy Practice. As of 2014, I named corporate controller at Prologis, Inc. (and its predecessor Sea at Prologis AMN), which advises on some of the largest undertake-ings in the country, the BNSF Tappan Zee Bridge Replacement and B&1-14 Goethals Bridge in New York, the Chunnel Tunnel, and Interstate 595 Express Lanes projects in Florida. More locally, my col-

Dave Geisler, of San Francisco, Calif., is the new president of C3 Energy, a software company that helps utility operators realize the value of the smart grid (www.c3energy.com).

Mary Francis, MBA 05, reports, “I moved from San Francisco, Calif., to be the head of Darden’s Management in Green- brooks, Calif., as portfolio manager; prior, he worked as portfolio manager at Artisan Partners for nearly eight years.

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customer services at Hogefield, was focusing on the acquisition of AgTech Energy, a startup working with Stanford researchers for bioenergy and renewable energy from biomass.

2007

Majd Majid, of San Francisco, Calif., joined Bonfire Communications as general partner, focusing on the acquisition of a small boutique agency just celebrating its seventh year. We provide comprehensive career prep tool. Thank you, class of 2007. A great opportunity to move back to the States and start a new venture. Finally, thanks to Berkeley and all your classmates.

2008

Deepak Goel, of San Francisco, Calif., informs us, “Just launched Kar-MaDec (karma.de), Check it out at http://www.karma.de, Or join the site and people give and receive help for free. Find a partner, request an online/in-person meeting, and then thank them for their help. When you help others, you build your online reputation around various skills.”

2009

Billy Leung, of San Francisco, Calif., writes, “Still a family practice in the Bay Area after three years of living in D.C. I started a new job as vice president of sales and project development at Borrego Solar. I’m excited to have worked with such a talented operations manager of California and New York for Google and he has been part of Google’s team since 2007.

2010

Alicia Chan, MBA 13, live in the Bay Area.

2011

Glenn Ballantyne, of San Jose, Calif., writes, “Recently celebrated the three-year anniversary of founding Marpi Financial & Accountancy, providing bookkeeping, accounting, and personal financial planning. We are currently providing bookkeeping services to startups and early-stage companies—outsourced CFO, CPA valuation, audit prep, valuation analysis, preparation, and MSSP support. We recently joined the Berkeley MBA and the MBA Network. Help is needed to start my own consulting business. Addition-ally, the alumni network has been incredibly helpful and valuable to me in business development.

2012

Michael Varshavski, of San Francisco, Calif., began working for Google on its partnerships and alliances team. Since he graduated from Haas, his career has focused on strategy, recently at HP and previously at McKinsey.

2013

Cornelia Thompson, of San Francisco, Calif., joined Haas MBA 13, live in the Bay Area.

2014

Benny Du, MBA 13, of Daly City, Calif., writes, “In mid-September 2014, I made the transition from the payments/ecommerce division at Yahoo! to a startup at Tibcloud, a startup focused on IT/cloud computing infrastructure.

MBA cont.

2015

Amir was promoted to senior manager, product management, digital products and has been really hard for me to carry my approach and vision to just one, they’re all great and two of them are now in Haas and has worked in product management since 2007.

2016

Erik Kleviset de Jonge, of Arlington, Va., was hired as director, business consulting, for Mar-riott International. Since he left the hotel group, his first client has been a hotel company in Spain since 2011.

2017

Elaine Lin, of Fairfax, Va., writes, “Tim, Kylie, and I are reconnecting with fellow Haas alumni.”

2018

Beth McGarrity, of Las Vegas, Nev., writes, “I have been working at Duarte, a cloud-based marketing analytics revenue strategy application for hotels and casinos. I am the SVP of Global Customer Success, which oversees marketing, sales, and support for our customers.”

2019

Kimberly Petska, of San Francisco, Calif., acquaints us, “Haas is now my home for Bain & Company in Tokyo, Japan. Previously, he worked for McKinsey & Company as a senior manager for Accenture. 2020

Atul Agrawal, of Foster City, Calif., was promoted to senior director at Visa Inc. He was previously the strategy director and product management director for Visa Secure.”

Kyle Kneary, of Oak-land, Calif., announces, “I moved back to the Bay Area after three years of living in D.C. A new job as vice president of sales and project development at Borrego Solar. I’m excited to have worked with such a talented team and looking forward to the new journey with fellow Haas alumni.”

William Wright, of Baltimore, Md., writes, “After leaving McKinsey and moving to Baltimore, I am now running a startup focused on sustainability and the circular economy. I am also getting my MBA at the University of Maryland, College Park. As a startup, our mission is to make it easier for companies to measure and reduce their impact on the planet.”

2021

Eugene Lin announces, “I am excited to announce that I have joined a startup as a brand manager in December 2014. I got a management position in product marketing at Microsoft in 2011.

2022

Caelan White, of San Francisco, Calif., was promoted to senior account executive at Radius Intelligence in San Francisco from the East Coast to take a great new role as a business director with a startup.”

2023

Mike Saxe, of San Francisco, Calif., along with two Haas MBA alums, Brian Milovich 06 and Michael Wern 07, co-founded Calvera Partners in 2010, a San Francisco-based real estate investment firm focused on the acquisi- tion of apartment buildings. The company, which primarily sources its equity from accredited investors, recently acquired a portfolio of 50 apartment buildings. Mike Saxe, of San Francisco, Calif., writes, “Still a family practice in the Bay Area after three years of living in D.C. I started a new job as vice president of sales and project development at Borrego Solar. I’m excited to have worked with such a talented team and looking forward to the new journey with fellow Haas alumni.”
Barclay Simpson, BS 43, Business Leader and Philanthropist

Barclay Simpson, BS 43, a longer-than-life figure in business, arts, government, and philanthropy—and a passionate supporter of Haas and Berkeley—passed away November 12 at the age of 93. Simpson stood enthusiastically for women’s advancement, career and personal progress, and access to education for young people, and excellence in diverse spheres from the arts to business to athletics.

Barclay Simpson loved Cal wholeheartedly. He lived his family’s dream to have his children follow in his footsteps. He and his wife, Sharon, have left an indelible legacy across the campus. You see it from the Simpson Center for Student-Athletes High Performance to the Berkeley Art Museum and Pacific Film Archive, and from undergraduate scholarships to the Haas School of Business and the University Library. He and Sharon co-chaired the Campaign for Berkeley, which concluded in 2014 and raised $3.13 billion from more than 31,000 donors. In addition to his campaign work, Simpson served two terms as board president at BAM/PFA and as an UC Berkeley Foundation trustee.

He is also a founder of one of the world’s most successful firms, Simpson, Montgomery & Simpson, which builds structural connectors (Simpson Strong-Ties) that are the industry standard. He was an advocate for equity and access—for employees at his plants, for young people from underprivileged backgrounds in the Bay Area, and for the general public. In 2006, he received the Chancellor’s Award in recognition of his many years of leadership and service to Berkeley and the UC Berkeley Foundation. The Haas School of Business named him the Business Leader of the Year in 2009. In 2013, he received the Berkeley Medal, his highest honor, for his leadership and many contributions to society.

Barr is survived by his wife, Sharon, seven children, six grandchildren, and four great-grandchildren.
So far, we’ve been on track to achieve our vision. On Indiegogo, 47 percent of campaigns that reach their funding target are run by women. Compare that to the fewer than 15 percent of venture-backed companies that have a female founder. Just take a look at JIBO, Solar Roadways, Black Girls Code, AxentWear, and Lesbians Who Tech.

Our commitment to equal opportunity extends to our own team as well. We strive to recruit and retain employees who bring a collection of perspectives, backgrounds, and experiences to the day-to-day operations and culture at Indiegogo. Forty-five percent of our employees are female and 43 percent of our leadership teams are female as is 33 percent of our tech talent. The more our workforce reflects the diversity of our global user base, the better we are able to meet the needs of our customers.

Our Approach to Diversity in the Workplace

Based on our experience starting and growing Indiegogo to a diverse team of 100+, here are some tips for fellow entrepreneurs looking to set their businesses up for success.

1. Incorporate diversity into your mission and values. Two of our company’s core values are authenticity and collaboration. When you have a universal mission and core values that celebrate difference, your company will attract the widest pool of top talent possible.

2. Start diverse. Early founding teams rely on their networks and extended networks to get the word out about new roles. If the founding team comes from similar backgrounds, so will their networks. So start diverse. If you’re looking for a co-founder, go outside your friends and family to find someone from a different walk of life. If your team is diverse from the beginning, then as you grow you’ll be able to reach a diverse group of networks from which to hire.

3. Remove unconscious bias. It’s human to have biases. However, unconscious bias is a big reason companies fail to recruit and retain a diverse team. First, leaders need to admit that they are biased. Next, they should update systems and processes to make sure no one person’s bias controls decision making.

4. Celebrate and reward difference. Diversity becomes just a word if it’s not lived and rewarded. Every quarter we empower our team to give awards to colleagues who uphold our values. When we’re facing a significant challenge as a company, we solicit feedback from everyone. We hold hack weeks every quarter that involve our entire company (not just engineers) to solve problems not on the roadmap, and we encourage people to shape our daily culture.

At Indiegogo, we will continue our commitment to equal opportunity and diversity. We have more work to do to ensure our recruiting, culture, and retention practices are both inclusive and scalable as we grow. With the foundation we’ve laid and a continuing focus, we know we’ll get there. We hope others will too.

Share comments or feedback with me on Twitter @indiegogo and @gogodanae.

Danae Ringelmann

Danae Ringelmann co-founded Indiegogo in 2007 with a mission to democratize fundraising and has since helped to propel the company into the world’s largest crowdfunding platform. Today, she leads Indiegogo’s industry development efforts while steering the company’s employee culture and values initiatives.

Gail Maderis, BS 78

Gail Maderis has made a planned gift to Berkeley-Haas because she knows it’s a meaningful investment. “Haas gave me a start in pursuing a career that I love with the skills and ethics to both do good and do well,” says Gail. “I want my legacy to be helping Haas prepare future entrepreneurs to pursue their passions.”