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BerkeleyHaas

Spring 2015

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Haas faculty honor Ho with Oliver Williamson Award



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Berkeley**Haas**

Spring 2015

FEATURES AND DEPARTMENTS **The Energy Issue**



Professor Severin Borenstein, who directed the Energy Institute at Haas for 20 years, is credited with making energy economics a priority at the school and growing Berkeley-Haas into a powerhouse in the field. In addition to building relationships with industry and government and attracting top faculty, he also co-developed the innovative—and indispensable—Energy and Environmental Markets course, which is now replicated at other top business schools. **page 8**

8 Mastering Energy

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.

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.

Cover: Data courtesy Marc Imhoff of NASA GSFC and Christopher Elvidge of NOAA NGDC. Image by Craig Mayhew and Robert Simmon, NASA GSFC.

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Executive MBA

Families Always



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

Students Always runs 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.

“Every time I come to Berkeley, I feel like I take five years off of my life,” says Jay, a Cupertino-based director of product management in the software industry. “I am getting younger every time I come to class.”

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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 journal’s 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 2.554 to 2.672).

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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.



Federal Reserve Chair Janet Yellen.

BerkeleyHaas

Haas School of Business

University of California Berkeley

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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.



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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.

6

Faculty

Paying Tribute

John M. Quigley, the Berkeley-Haas housing expert who passed away in 2012, 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.

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.



Tim Durbin running in Antarctica.

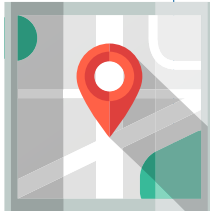
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8

MBA

Park Here

Haas’ own team won the fourth annual Haas Tech Challenge for its proposed system to alert drivers in advance to an available parking spot. The winning team included Amrit Acharya, Babar Khan, and Tomer Poran, all MBA 16, and Nate Chang, MBA 17. Kellogg took second place, and UCLA placed third in the November case competition run by the Haas Technology Club. Eight teams submitted proposals focused on connecting computing devices to the existing Internet infrastructure. The winning students say their connected sensors could also be used as a springboard for other ideas. Drivers could use digital currency earned through carpooling to bid on and reserve parking spots. Data collected on downtown foot and vehicle traffic could be used to design more intelligent advertising and retail store placement. And developers could use the overall data platform to create new solutions to improve lighting, public safety, and pollution levels.



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Awards

Faculty Acclaim

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 Halford Jr. Family Chair in marketing. He teaches behavioral economics and marketing, examining consumer and firm behavior in economic situations. His course on pricing is the most popular MBA elective at Haas.

Ho is also the director of Berkeley-Haas’ Asia Business Center, which forges partnerships with Asian institutions to further develop management education and research.



Prof. Teck Ho

Haas News

BY THE NUMBERS

Big Give =
Big Results

BIG GIVE
One Day. Make It Big.

UC Berkeley's Big Give on Nov. 20 encouraged the Cal community to support favorite schools and programs, spurred on by friendly competition and prize money.

\$560,920

Total raised for Berkeley-Haas in just 24 hours

651

Gifts—the largest number of online gifts Berkeley-Haas has ever received in one day

\$5,309,418

Total raised for Cal in 24 hours

7,336

Gifts to Cal

\$5,811

Prize money won by Berkeley-Haas for having the fifth-highest total among university schools and programs

\$1,500

Haas prize money for most student donors in one hour.

Learn more:
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Scott Busby, US Department of State; Prof. and Former Dean Laura Tyson; CRB Executive Director Robert Strand.

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.

Haas' Center for Responsible Business brought together senior government officials, leaders from industry and civil society, and scholars from Berkeley-Haas for the daylong conference. Many participants emphasized the need for policies to be precise and, where appropriate, to impose accountability.

Participants disagreed, however, what the smart mix of incentives and hard requirements should be. "The reality around the world is that businesses are often faced with sub-optimal choices," cautioned Mark Hodge of the Global Business Initiative on Human Rights. Identifying exactly what is happening three tiers down in the supply chain can be very difficult, he noted.

When complete, the national action plan is expected to provide a blueprint for government policies that protect human rights, improve workplace safety across global supply chains, and enhance environmental sustainability.

Alumna Leads SkyDeck

Serial entrepreneur has started restructuring Berkeley startup accelerator



Caroline Winnett, MBA 90

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 mentorship, 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 BrandNeuro, a neuroscience-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

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 (FPSP) 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 class is the first 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 Rielly, 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 Indentify3D with Stephan Thomas, a guest speaker at one of his Haas classes.



Class valedictorian Laura Adint, EMBA 14



Follow Dean Rich Lyons
on Twitter @richlyons.

DEAN'S LETTER



In the North Academic Building's sixth-floor event space, the Berkeley-Haas community will strengthen networks and hear new ideas from faculty, alumni, and other top business leaders and thinkers. Illustration: Jeff Stikeman Architectural Art.

Balance Sheet Strength

Surging 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 school's 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 tenured faculty battles against Stanford GSB and Harvard Business School. We have also had tenured 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 \$300 million for the first time, making it tied for 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

Rich Lyons, BS 82
lyons@haas.berkeley.edu | @richlyons

Power of Haas Ideas

JUST PUBLISHED Professional Faculty John Danner and Mark Coopersmith

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 success,” 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 frontier 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.”

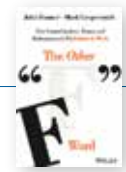
The book also features insights from well-known individuals. A former governor; an astronaut; Dilbert cartoonist and Berkeley-Haas alumnus Scott Adams, MBA 86; startup guru Guy Kawasaki; and many others recount how they turned mistakes into strategic opportunities.

Take, for example, Mark Hoplamazian, the president and CEO of Hyatt Hotels Corporation. Hoplamazian, the authors explain, improved room turnaround time by 30 percent in one of the hotel’s London properties after recognizing that a siloed service approach was costly, inefficient, and, in effect, failing. Instead of having multiple departments (maid service, engineering, catering, etc.) follow one another to accomplish a task, he integrated the various tasks into a one-team model where each team member works simultaneously.

The Other “F” Word also features a foreword by Time Warner Chairman and CEO Jeff Bewkes and an afterword by China Gorman, CEO of Great Place to Work. —*Pamela Tom*



ILLUSTRATION BY JOHN W. TOMAC



Hear John Danner and Mark Coopersmith speak about failure at the annual Alumni Conference, April 25.

Politically Correct Creativity

Study shows being PC can foster workplace creativity



Professor Jennifer Chatman

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 and men 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 the social sanctions that result from using sexist language unleashes creative expression by countering the uncertainty that arises in mixed-sex work groups,” says Chatman.

“Creativity from Constraint: How the PC Norm Influences Creativity in Mixed-Sex Work Groups,” published in *Administrative Science Quarterly*, is

co-authored by Chatman; Jack Goncalo, MS 01, PhD 04, of Cornell University; Jessica Kennedy, MS/MBA 09, PhD 12, of Vanderbilt University; and Michelle Duguid of Washington University.

“Our contention is controversial because many have argued that imposing the PC norm might not just eliminate offensive behavior and language but also cause people to filter out and withhold potentially valuable ideas and perspectives,” says Chatman. “We suggest that this critical view of the PC norm reflects a deeply rooted theoretical assumption that normative constraints inevitably stifle creative expression—an assumption we challenge.”

The authors designed their experiments taking into account the different incentives men and women have for adhering to the PC norm. Men said they were motivated to be PC because of concerns about not being overbearing or offending women. Whereas one might expect women to perceive a PC norm as emblematic of weakness or conformity, women in the experiment became more confident about expressing their ideas out loud when the PC norm was salient or prominent. In contrast, in work groups that were homogeneous—all men or all women—a salient PC norm had no impact on the group’s creativity compared to the control group.

Study participants were randomly divided into mixed-sex groups and same-sex groups. Next, researchers asked the groups to describe the value of PC behavior before being instructed to work together on a creative task. The control groups were not exposed to the PC norm before beginning their creative tasks. The task involved brainstorming ideas on a new business entity to be housed in a property left vacated by a mismanaged restaurant—by design, a project that has no right or wrong strategy. Instead of stifling their ideas, mixed-sex groups exposed to the PC norm performed more creatively by generating a significantly higher number of divergent and novel ideas than the control group. As expected, same-sex groups generated fewer creative outcomes. (Previous studies have found that less creative and divergent thinking occurs in homogeneous groups because these people are similar to one another and have similar ideas.) —*Pamela Tom*

MASTERING

ENERGY

Through an economic lens, faculty at the Energy Institute at Haas probe the intricacies of energy markets and generate ideas to make them work better

Last year, when an advisor to California Governor Jerry Brown sought to understand a critical aspect of the state's complex cap-and-trade law that addresses carbon pollution, he reached out to Berkeley-Haas energy expert Severin Borenstein at the school's Energy Institute (EI).

An economist, Borenstein has co-authored a major study of how the market is likely to play out. He has advised the state on many critical energy issues, from electricity deregulation to gasoline prices. Borenstein pointed the Governor's advisor to relevant posts on the Energy Institute's blog, which translates research on energy economics for the business and policy communities. The EI blog, which is the most popular at Haas, is closely followed by many in the energy industry: state legislators and regulators, federal agencies, energy companies, environmental organizations, and others who respect the EI's thorough, unbiased analysis on key issues.

"The Energy Institute is in that excellent nexus of high-quality academic research that is policy relevant," says Todd Strauss, the senior director of energy policy, planning, and analysis at Pacific Gas and Electric Company (PG&E). He also lauds the work ethic of EI researchers. "There's a roll-up-your-sleeves attitude they bring to data," he says.

Since 1994, the Energy Institute at Haas and its earlier incarnation have grown to become one of the premier research organizations focusing on energy economics. It's a place where serious academic researchers influence public policy, where the curriculum in energy and cleantech evolves to meet student and marketplace need, and where collaboration—across Berkeley and with other universities—flourishes. With eight faculty members from across campus focused on energy business and policy, no other business school in the country has as much depth, breadth, or influence in the energy field as Berkeley-Haas.

Borenstein, the E.T. Grether Chair in Business Administration and Public Policy, established EI's reputation over 20 years as the Institute's faculty director—he stepped down last June to focus more on research. He and his EI colleagues have positioned Haas as the go-to source for energy economics research that affects not only California but the entire nation.

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 E2e 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 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

"The Energy Institute's opinions have outsized influence in the policy world."

—Ralph Cavanagh, energy program co-director, NRDC

on the frontiers of energy economics along with real-world feedback from industry executives, regulators, and other industry experts.

Forward-thinking, creative research is a hallmark of the Energy Institute. “In the context of residential electricity pricing policy, Energy Institute researchers are several years ahead of the policy makers,” says Jamie Fine, senior economist at the Environmental Defense Fund. He points to Borenstein’s analysis showing the unfairness and inefficiency of utility companies’ increasing-block pricing, where the more energy customers use, the more they pay per unit. “Severin used household billing data to demonstrate what the implications would be for customers with various tariff rates,” Fine says. “No one else was doing that.” Fine used this research to encourage the CPUC to adopt policies on time-variant pricing, where rates reflect the true time-varying cost of electricity. A CPUC decision is forthcoming.



Severin Borenstein (center) stepped down as director of the Energy Institute at Haas (EI) last June after 20 years at the helm to focus more on research. The EI is now led by Berkeley-Haas faculty Catherine Wolfram (left) and Lucas Davis (right). EI faculty testify before the state legislature and serve on state and federal committees to provide input on policy.

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 energy 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 sustainable development at Berkeley’s Department of Agriculture & Resource Economics. “In terms of energy economics, even people at other schools like MIT and Michigan will acknowledge that no one rivals the work at the Energy Institute.”

Engaging in Policy

January 2015 marked 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 branding it a punitive gasoline tax and claiming there would be cataclysmic 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 ways to avoid 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.”

EI faculty often advise state and federal committees on policy or testify before the state legislature, providing the neutral authority lawmakers seek. “The Energy Institute’s opinions have outsized influence in the policy world,” says Cavanagh. “They aren’t afraid to step into controversial questions and be the adults in the room—the calm, dispassionate voice that reminds all of us what’s needed.”

It’s not uncommon for academics to have influential policy roles in the state. “But what’s rare,” says PG&E’s Strauss, “is the mastery of the details of energy markets” that Energy Institute researchers possess. “We may argue with them at times, but their research is high quality and an important part of the debate.” That research is always focused on data. “There is very little ideology coming out of the Energy Institute,” says Strauss. “Instead, there’s economic methodology.”

The Energy Institute’s analysis extends beyond the borders of California. When the federal Environmental Protection Agency began working on regulations related to the Obama administration’s new Clean Power Plan, Institute researchers filed comments and published an article in *Science* suggesting how the EPA might navigate potential problems as the plan is implemented.

But California, a national leader in energy policy, 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.

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.

Borenstein worked with James Bushnell, then a researcher at the Institute and now an associate professor in the Department of Economics at Davis, to launch the annual Power Conference to bring researchers together with California policymakers. Borenstein and Bushnell’s collaboration has included more than a dozen research papers on electricity and gasoline markets; co-organizing numerous conferences; increasing outside funding; and recruiting faculty, PhD students from a number of Berkeley departments, and visitors to grow the UC Energy Institute into a research organization known world-

Energy Revealed

The Energy Institute at Haas is conducting more than two dozen research projects worldwide, the results of which are published in peer-reviewed journals as well as translated for a general audience. High-profile examples include Severin Borenstein’s ongoing analysis of electricity and natural gas rate structures and California’s groundbreaking cap-and-trade legislation. Other findings and studies:



Finding efficiencies for PG&E

A \$50K grant from Pacific Gas & Electric Company allowed Haas MBA students in the 2014 Haas@Work course to identify novel programs to reduce energy use and increase efficiency among small and medium-sized businesses.



Driving restrictions and air quality

Mexico City’s famous driving restrictions—imitated in cities around the world—haven’t reduced air pollution revealed research by Lucas Davis, Haas associate professor.



Better yellow labels

Tailoring EnergyGuide labels to reflect local energy prices, EI Faculty Director Lucas Davis has shown, would help consumers make better decisions when buying appliances.



The problem with electricity rebates

Popular programs that pay consumers to reduce peak energy demand are very inefficient compared to charging time-varying rates that reflect the true time-varying cost of electricity Haas Professor Severin Borenstein has found.



Ignoring free energy savers

A Michigan field study led by Haas Professor Catherine Wolfram and EI Research Associate Meredith Fowlie seeks to understand why low-income households don’t participate more in free weatherization programs that will cut their energy costs.



Replacing electricity sources

Closure of the San Onofre Nuclear Generating Station in 2012 increased carbon dioxide emissions by 9.2 million tons and the cost of electricity generation by \$350 million during the first twelve months research by Lucas Davis revealed.



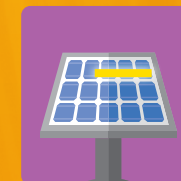
Rising temps and electrical consumption

EI Research Associate Maximilian Auffhammer is analyzing 10 years of California household electricity bills to determine how usage may change as global temperatures increase.



Climate change and war

How does climate change affect the incidence of wars and other violent conflicts? Solomon Hsiang, an assistant professor at Berkeley’s Goldman School of Public Policy and recent EI visitor, is investigating.



Solar micro-grids in India

EI Faculty Director Catherine Wolfram is working with a solar micro-grid provider launched out of Berkeley to provide insight into how first-time electricity consumers in India use power.



Powering the Arctic

C2M students helped a flywheel company see that it could power Arctic communities and cell towers in addition to providing grid support for renewable energy.

Find more on the Energy Institute website:
ei.haas.berkeley.edu

Fueling the Energy Institute

Professor Severin 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 on critical energy issues, from electricity deregulation to gasoline prices. Last December, Borenstein was appointed to the California Energy Commission's Petroleum Market Advisory Committee. He'll be one of five people considering what drives California's gasoline prices and whether the market is workably competitive. "Figuring out how to take academic research and get policy makers' attention is among Severin's gifts," says Ralph Cavanagh, energy program co-director for the NRDC.

It's not uncommon for Borenstein to be interviewed by the news media three to four times a week. "The Energy Institute is one of the most important public contacts UC Berkeley has," says Tom Vacar, consumer editor and investigative reporter for KTVU Channel 2 in Oakland, Calif. For example, Vacar says, when a refinery goes down, Borenstein translates the disruption into practical terms for consumers by explaining what effect it is likely to have at the pump.

Shown here: Borenstein at one of the Energy Institute's daily brown-bag lunches where faculty, students, and staff exchange research and policy ideas, often joined by leaders from industry or government.



wide. In 2009, when state grant funding and university support for energy business and policy research were shrinking, the Energy Institute formalized its longtime close relationship with Berkeley-Haas and became the Energy Institute at Haas.

Borenstein and Bushnell also focused on crafting a curriculum relevant for real-world careers. The centerpiece continues to be the innovative Energy Markets course they developed in 1999. Renamed Energy and Environmental Markets nearly a decade ago, at least a third of the course addresses the environmental challenges faced by energy industries. Course alumni now hold top positions in the energy field, and many return to share their experiences at lunch discussions.

Carla Peterman, who was appointed by Governor Brown in 2012 to be a commissioner at the CPUC, took the class when she was a graduate student researcher at the Institute. As a commissioner, her concerns include affordability and rate design, environmental externalities and their impacts, subsidies and taxes, and market power and competition—all subjects taught in Energy and Environmental Markets. "I go back to the lessons I learned there daily," she says.

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 one part of a robust, interdisciplinary energy curriculum that has evolved to accommodate student interest and industry demand. An alternative energy speaker series focuses each week on a new topic, such as biofuels, venture capital and financing, and energy storage. A two-part Energy and Infrastructure Project Finance class looks first at legal and risk frameworks and then at economic aspects of project development and finance. Prompted by MBA student demand, this second part is taught by former Recurrent Energy COO Sheldon Kimber, MBA 07.

Student initiatives have also taken off and created additional opportunities for students interested in energy. In 2006, Berkeley MBA students initiated the Berkeley Energy & Resources Collaborative (BERC). Among its many programs, BERC's network of UC

"What happens in California will determine whether other states adopt similar policies or not, so it's incredibly important that we do it right."

—Associate Professor Lucas Davis, Energy Institute at Haas

Berkeley students, alumni, faculty, industry professionals, and advisors annually hosts a symposium and a roundtable that showcase new research and offer debate on policy initiatives and energy challenges. BERC's offerings are so robust they have become part of the extracurricular energy course of study.

Katie Pickrell, MBA 16, applied to Haas because of the variety of energy-related coursework and organizations. Berkeley-Haas, she says, "is exceptionally flexible about where you take your classes and open to interdepartmental collaborations, as compared to other business schools."

One such opportunity for collaboration is Cleantech to Market (C2M), a BERC-initiated program whose quick popularity led it to become a full-fledged Haas course. C2M 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 C2M. For example, California-based Point Source Power makes fuel cells that use cook stoves to power personal electronics in developing countries. C2M students helped the company see that it could also profit in developed countries from powering pollution control equipment at natural gas fracking operations.

Among Haas specialties, energy has remained one of the strongest for several years, stimulated, no doubt, by the work of the Energy Institute. In 2010 and 2013, an all-time high of 11 percent of full-time MBA graduates pursued energy-related jobs. Though student interest

fluctuates with the business climate, in the last five years, more than twice as many full-time Haas MBAs have pursued energy jobs over other specialty fields. In addition, 6 percent of the two most recent evening and weekend MBA classes work in energy.

Alumni hold influential positions in the energy industry, academia, and government. Of the 16,000+ alumni in the Haas LinkedIn group, some 500 list renewable or conventional energy as their primary industry. Nearly 1,600 work or have worked in energy-related jobs including other sectors such as financial services and consulting.

Energy alumni include Haas Lecturer Sheldon Kimber, MBA 07, who helped to build the solar power company Recurrent that he and his partners sold in 2010 for \$300 million. Stephanie Greene, MBA 12, is manager of renewable energy strategy at PG&E. Nick Spicer, MBA 07, is a senior financial analyst at Chevron. And Boaz Ur, MBA 09, co-founded HARBO Technologies to commercialize a product that quickly contains oil spills, an invention that won first place in the energy and cleantech track of LAUNCH, Berkeley-Haas' startup competition, in 2012.

The Energy Institute's goal is to maintain Haas as the most attractive business school in the country for those interested in energy. "We certainly think that has become the case in the last five-plus years," says Campbell, "especially in green-energy areas because the Bay Area has exploded as a hotbed for green-energy innovation."

Staying at the Forefront

With climate change creating new challenges, the economics of energy is more complex and important than ever—and Haas' energy community is already on it. It's Borenstein whom faculty and alumni credit for creating that prominence: by attracting the best faculty and students, 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 Strauss. "I try to listen to what they are saying now and what can be done differently."

—Writing and reporting by Elaine McArdle and Amy Marcott

Haas Fast-Forward

Learning and community are the hallmarks of Berkeley-Haas' new North Academic Building

By Amy Marcott

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.



The construction site in March. The building is slated to be ready for students in Fall 2016.

Designed by Perkins+Will, the North Academic Building will create a quad around the Robert G. O'Donnell Courtyard and complement the three existing Berkeley-Haas buildings. "The North Academic Building is designed to encourage community, both within Haas and within the greater community that surrounds us," says Lyons. "Overlooking the San Francisco Bay Area from our magnificent event space will give you a sense of the innovation ecosystem of which Haas is a part."

The \$60 million structure will be funded with private donations, with alumni playing a key role. Ned Spieker, 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



The North Academic Building will increase the Haas School's space by a third and allow for, among other growth, possible expansion of the full-time MBA cohort size from 60 to 70 or even 75, strengthening Berkeley-Haas' financial model and its partnerships with employers.

Your **Haas** Network

CONFIDENCE WITHOUT ATTITUDE

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’m 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 automation and networking firm Hirschmann; and it has developed an active strategic-planning process.

“When I arrived at Belden, I discovered there really wasn’t any strategic planning being done,” he says. “Now there is, but we’re still learning. In a planning meeting, people bring up their pet projects. I want to encourage their ideas, but I also want to help us all link our projects to the overall strategy.”

Berkeley-Haas taught Stroup that it was important to connect the quantifiable with the qualitative. For example, he has established a survey process that measures how engaged employees are in their work.

“We found that the highest correlation with company engagement has to do with an employee’s relationship with his or her boss,” he says. “If the relationship is good, there’s a higher chance of that employee being engaged. And vice versa: If an employee isn’t feeling connected, it’s often because there aren’t sufficient opportunities to interact with management.”

Berkeley-Haas also helped Stroup measure his own mettle, since he was attending the school’s evening program while also working full time at precision-engineering manufacturer Parker Hannifin in Rohnert Park—and raising a young family.

“As much as my classes were helpful, one of the most important things the program taught me was how to manage my time,” Stroup 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 take on, personally and professionally.”

Going 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 Yee*



John Stroup, MBA 95, at the Portland, Oregon-based office of Belden’s newest acquisition, cybersecurity firm Tripwire. Stroup will deliver the MBA commencement address in May.

PHOTOGRAPH BY PATRICK F. SMITH

Business Chemistry

Tamara St. Claire, BCEMBA 04
Chief Innovation Officer,
Xerox Commercial
Healthcare
Sacramento, Calif.



With her flair for math and science, Tamara St. Claire surprised no one by earning a PhD in chemistry 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 calls,” says St. Claire. “And I was good at it.”

So good, in fact, that she often wrote business plans for her employers—then felt frustrated that she lacked the credentials to put the plans into effect. Finally, in 2002, St. Claire decided to pursue her MBA.

Thirteen years later, the former chemist became chief innovation officer for Xerox Commercial Healthcare, a \$2 billion arm of the global business-service company. Calling Xerox “the best-kept secret in healthcare,” St. Claire helps the company use its own technology to create external opportunities in a patient-centered, post-Affordable-Care-Act landscape and scouts

partnerships and acquisitions. “My goals are about moving the needle with in Xerox—having not only revenue impact but strategic impact,” says St. Claire. She has a keen interest in telehealth strategies and recently championed Xerox’s partnership with HealthSpot Inc. to install medical teleconferencing stations in pharmacies, corporations, emergency rooms, and more.

St. Claire’s latest post follows stints as managing director of healthcare provider solutions at Xerox, chief business officer at PARC (Palo Alto Research Center), and general manager and VP of commercial operations at Oxonica.

“My colleagues think it’s funny that I’m a PhD chemist because they see me so solidly as a business person,” says St. Claire. She credits her Haas education with giving her career “context, vernacular, and credibility.” —AS

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.

“I’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 15 years, leaving clinical practice completely 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 understand 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 on-time, on-budget completion of a new 238-bed, 10-story patient care facility in Oakland. Now, he actively seeks new ideas.

“I try 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.” —*KMY*

Your **Haas** Network

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 bachelor’s and master’s degrees in electrical engineering in addition to 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. “No one had 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-Haas.—MR

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 inFreeDA, 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. Motricity 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. He’d also like to finance industry experts who have identified a solution in their areas of expertise.

Andronikov credits Haas 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

QUESTION THE STATUS QUO

A Story of Numbers

CFO tracks the narratives embedded in metrics

Sue Biglieri, BS 84

CFO, Kleiner Perkins Caufield & Byers
Menlo Park, Calif.

Growing up in the ’70s, Sue Biglieri recalls being fascinated by Disney. Not Disneyland, the fantasy playground of every other child in America, but the Disney company itself. Today the CFO of the Menlo Park venture capital firm Kleiner Perkins Caufield & Byers (KPCB), Biglieri says she was the kind of kid who noticed Disney’s great marketing and wondered, “how does it work internally?”

Born in San Jose “around the same time as the tech industry” to an engineer father and enrolled-agent mother, Biglieri has always been drawn to the drama of the technological frontier. Right out of college, in 1984, she opted for an associate position at Ernst & Young in the South Bay rather than pursuing the San Francisco banking or insurance jobs that appealed to her peers—she didn’t want to miss any startup excitement.

But, Biglieri says, “I was never the entrepreneurial spirit wanting to take one of my ideas and make it big.” She was a CPA and is a 25-year KPCB veteran, serving as the firm’s controller for a decade before being named CFO in 2001. “I have always liked the internal workings.”

Her role at KPCB, a 43-year-old firm known for backing startups like AOL, Amazon.com, Intuit, Sun Microsystems, Zynga, and hundreds of others offers the best of both worlds—a professional focus on the firm’s internal financial affairs as well as a front-row seat to world-changing innovations. “I was here when we invested in Google,” Biglieri says. “Now ‘Google’ is a verb.”

Recognized by the *San Francisco Business Times* as a finalist for the 2008 CFO of the Year, Biglieri describes her position at KPCB as “intense but rewarding, with really bright people...a little bit like back at Cal. No two days are the same.”

Briefly a journalism major (she balked at the intrusiveness of interviewing people who were “crying and dying”) before opting for the “real-world” feel of business administration, Biglieri says she loves that her job today revolves around numbers and finding the narratives embedded in them. “You’re going to make mistakes in venture capital,” she acknowledges. But metrics can tell a story about what went wrong. For example, she says, “I might examine the number of returns from a sector over the last five years to see what we can learn, what we can do better.”

Looking forward, Biglieri says that her “next journey” will involve philanthropy. The specifics have yet to be determined, but she’s looking forward to giving back to Cal among other institutions. Recently, she hosted a breakfast for Dean Rich Lyons at the KPCB office to explore connections between the Haas School of Business and the firm, and she’s joined the National Charity League to educate herself about a range of philanthropic possibilities.

For now, though, Biglieri has no plans to vacate her cherished ringside seat to the future. “I always said I would leave when I got bored or stopped learning,” she says. “Well, I’m still here.” —Autumn Stephens



Sue Biglieri, BS 84, has been the CFO of KPCB since 2001.

PHOTO COURTESY OF KPCB

Haas **Worldwide** Events



Get involved with an alumni chapter in your area: haas.berkeley.edu/alumni/community/chapters.html.

UPCOMING EVENTS
haas.berkeley.edu/events

Cal Day
April 18
Berkeley

MBA Reunion Weekend
April 23-26
Berkeley

Annual Alumni Conference
April 25
Berkeley

Joint-University Panel: Managing Family-Owned Businesses
May 13
Portland, Oregon

OCMBA 10th Anniversary Celebration
August 28
Orange County

Cal/Haas Homecoming
October 3
Berkeley

14th Annual Berkeley-Haas Gala
November 13
San Francisco

Old Blues Reunion
December 10
Berkeley

Remain a Student Always. Check out videos of Berkeley-Haas faculty and speakers at insights.haasalumni.org.

EVENT Haas Celebration in Silicon Valley



Well-Connected Community

Annual networking event sparks industry connections

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.



Haas Alumni Notes



Check out books written by alumni at haas.berkeley.edu/alumni/books.

UNDERGRADUATE

1950

Mimi (Mary Renard) Knox, of Walnut Creek, Calif.,

reminds, “Join us for the Class of 1950 65th reunion! Oski and the Cal Band will be there to entertain us! Watch for the invitation and make up a table.” Claremont Country Club, Friday 11/20/2015 11:30 a.m.

Roger Thompson, Class President

Don Sharman, Reunion Coordinator

1954

James Jorgensen, of Walnut Creek, Calif., announces, “After eight 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 V2 rocket program, where more than 3,000 fell on London. The book is available in hard-cover, paperback, and e-book.”

1955

Victor H. Morales, of Point Richmond, Calif., reports, “Now 86 years. Retired at 75 after 20 years self-employed as an expert witness (economics) before state and federal courts. Previously served as economics consultant doing project feasibility studies for local governments and major engineering firms with international assignments in Southeast Asia and Latin America. Earlier work comprised employment as a project economist with SRI International and the State of California and military service with the topographic battalion in

Occupied Japan. Retirement activities include foreign travels, grandpa to two granddaughters, fine art photography, and volunteer work on local history projects.”

1962



Erich Stratmann, BS 62

Erich Wolf Stratmann

writes, “Recognizing the huge force of choral singing in America (30 million adults), four years ago I started a singer’s version of an activity-centered fundraising event thus far, in San Francisco. SingforAmerica.org involves choral singers in 12 weeks of training each year for a concert while, like a sports event, also raising dollars for charity—their *charity*! We provide the guidance and gateways and a show with an orchestra, lead Broadway and opera participants, professionals singing alongside amateurs in the chorus (no auditions). The result in three seasons: hundreds of thousands of dollars to charities and employment for many professional artists. We begin in January. Those of us from so many years ago can only reflect on how lucky we are to be able to still create some good in a difficult time for most Americans. Having lived more than twice

the life of my father, I am the lucky one with a really smart wife and really smart children and terrifically smart grandchildren, and I’m around to enjoy them all.”

1963

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 1980s and again starting in 2004), teaching at Fordham, and working at the Tomas Rivera Policy Institute in Southern Calif. ACC honored him in January with a special memorial resolution that expressed “gratitude and respect for Dr. Richard ‘Dickens’ Cutler, adjunct professor of radio-television-film. Dr. Cutler made innumerable contributions to ACC and touched the lives of many faculty, staff, and students.”

Richard taught intermittently in the Continuing Education Department for many years. As an adjunct professor, he served and assisted countless students with his outstanding teaching, tutoring, and mentorship. He served as a U.S. Air Force captain during Vietnam and was dedicated to meeting the unique needs of veteran students. Aspiring artists found inspiration through his instruction at the Art Institute of Austin, the Art School at Laguna Gloria, Dough-

erty Arts Center, and the Art Pad Studio. The resolution concludes, “The Austin Community College family will remember the life and legacy of Dr. Richard Cutler and honor his memory by serving others and continually striving to better our campuses and communities.” Richard is survived by his wife, Heidi Cutler; his daughter, Danielle Cutler; his son, Chris Cutler, and daughter-in-law, Alexa; his sister-in-law, Susan Gentz; and his grandchildren Alyssa and Wylie Wallin and Mackenzie and Cassidy Cutler.



Vijay Kumar, BS 65, with daughter, Amba, and granddaughter, Linden

Vijay (Pandit) Kumar, of Mountain View, Calif., reports, “After graduation, I did actuarial work in San Francisco. I switched to software technology in the Bay Area, which I pursued until retiring in 2006. The year 2009 was the half-centennial of my arrival in the United States as an immigrant green-card holder. I arrived on my 18th birthday, Nov. 3, 1959 (alone). I have a son who lives with his wife in Los Angeles. I have a daughter who lives with my granddaughter in Santa Cruz. Granddaughter Linden, age 6, just started school. She acted in *Life and Times of Ramona the Brave* at the Broadway Theater in Santa Cruz on

Dec. 13 and 14. Linden is also a strong swimmer and can swim the length of an Olympic-size pool easily.”

1981

Scott Healy, of San Francisco, Calif., recently joined NRG Energy, Inc., one of the largest American energy companies, as SVP, structured finance. In his 20-plus year energy career, Scott has financed, developed, or acquired more than \$3 billion of operating renewable generation projects in 10 different countries and more than \$5 billion of U.S. operating gas-fired generation projects. In 2006, he was a principal in one of the largest sales of a privately held wind developer. Scott spent his initial career as a licensed CPA and as a licensed securities principal in investment banking.

Joann (Martens) Weiner, of Washington, D.C., writes, “I continue teaching economics at George Washington University and blogging at *The Washington Post* and was elected chair of the board of Community Tax Aid, a not-for-profit organization that helps low-income people file their tax returns for free.”

1983

Andrew Shapiro, of Mill Valley, Calif., announces, “Andrew Shapiro’s activist investment management firm, Lawndale Capital Management, recently celebrated its 22nd anniversary. BarclayHedge ranked Lawndale’s flagship activist fund performance in its top-five equity long-biased funds at least three times in the second half of 2014. Andrew continues to regularly speak at national conferences focused on corporate governance,

hedge fund, and activist investing topics. His work as an activist investor was recently featured as part of a story, titled “Board Games,” on NPR’s *This American Life* and *Planet Money*. The story highlighted Andrew’s role in a campaign to reduce the excessive compensation of a public company CEO. A link to the story is here: www.npr.org/blogs/money/2014/12/30/374011462/episode-593-board-games.”

1986

Adrienne Hogg, of Berkeley, Calif., See MBA 1994 notes.

1993

Ted Andrews, of Concord, Calif., writes, “I recently reached a 20-year employment milestone at Ricoh USA, Inc., where I’m currently a national communications manager. I can’t believe it has been that long since I graduated. Where did the time go?! I still feel like a young alumnus. I guess I’ll always be young at heart.”

1994



Rudy Lacayo, BS 94, with family Sebastian, Isabella, and Ana

Rudy (Rodolfo A.) Lacayo, of Alhambra, Calif., reports, “After 20 years in

the organization development and change management consulting business, I launched Sebella Advisors. The mission of my company is to help individuals realize their peak potential and achieve their self-defined growth goal in the fastest, healthiest, and most effective manner—in partnership with a personal coach. I am passionate about coaching individuals and groups. Contact me at www.sebellaadvisors.com. For Cal alums and current Cal students, I offer our coaching services at a discounted rate. Go Bears! I live in Alhambra, with my wife, Ana, son Sebastian, daughter, Isabella, and our dog, Buddy.”

1996

Jeff Cohen, of Beverly Hills, Calif., sends this update: “Jeff’s first book *The Dealmaker’s Ten Commandments* is being published by the American Bar Association in April. It’s a how-to guide for making great deals, managing crises, effectively utilizing your time, and not losing your soul along the way. Jeff is a partner at Beverly Hills-based transactional law firm Cohen Gardner LLP.”

1999

Yan Gelman, of San Francisco, Calif., joined SF-based startup Madison Reed in early 2014 as controller and director of HR. He writes, “Madison Reed is destined to revolutionize the professional hair care industry.” Yan also teaches financial accounting for several institutions, including UC Berkeley Extension.

David Sikes of Palo Alto, Calif., writes, “I was admitted to the partnership of Jones Day, a law firm,

in January. I practice in the Palo Alto office. In December 2014, my wife and I also celebrated the birth of our first child, a daughter.”

2000

Joe Lazar, of Oakland, Calif., See MBA 2008 notes.

2005

Vivian Hsiao, of Dongguan, China, “celebrates one year of working for the Brown Shoe Company as the creative director for Naturalizer Asia. Her career weds fashion and business, with past work for world-class brands including Vince Camuto, Theory, Nicole Miller, and Kooba prior to her current job.”

Scott Miramontes has moved back to San Francisco after earning his MBA at Columbia Business School and summering with MBAs Across America and Tugende (in Kampala, Uganda). He starts his post-MBA career as an associate with Strategy& (formerly Booz & Co.), in its digital business and technology practice.

Brian Raney, of Berkeley, Calif., announces, “Married Megan Vincent in June 2014 at the College of William &



Brian Raney, BS 05, with wife, Megan Vincent, at their June 2014 wedding

Mary. Megan’s alma mater.” Brian works as a development officer for Cal Athletics.

2007



Phillip Wu, BS 07, kayaking with Coco at La Jolla Shores

Phillip Wu, of San Diego, Calif., writes, “After graduating from law school this past May, I moved from San Francisco to San Diego. I began working at a small law firm that primarily handles family law, bankruptcy, and copyright cases. Every day I’m learning something new.”

2008

David Habibian is now strategic sales manager for Meraki, Inc., in San Francisco.

Christopher Lowes of Yangon, Myanmar, is entering his second year working for Standard Chartered Bank in Myanmar where he is witnessing the country’s financial sector grow after nearly 60 years of isolation.

Julia Numair joined LinkedIn as sales solutions relationship manager in New York, N.Y. She also continues her work with The Clean Cube since she co-founded it in 2013.

2009

Mariel Lisud, of Minneapolis, Minn., was

promoted by Target to import operations senior logistics analyst. She has worked for Target in the Twin Cities area since graduating from Haas.

Michael Okita, of Los Angeles, Calif., celebrated two years with Horizon Media in December. He works as a brand strategy supervisor in the L.A. office. Horizon Media is the largest privately held media services agency in the world.

Andrew Tai, of Irvine, Calif., writes, “Started a new job at the law firm Latham & Watkins LLP. Bought my first house, in Irvine, California.”



Andrew Tai, BS 09

2010

Grace Chang, of San Francisco, Calif., has worked in media since graduation, first as a media manager at YouTube, then as a TV host, and starting mid-2014 as the creator and host of *The Grace Show*, with the goal of helping and inspiring organizations and individuals to treat others well. Search for The Grace Show on YouTube and check it out/subscribe!”

Albert Chien, of New York, N.Y., was promoted to assistant vice president at Hudson Advisors/Lone Star Funds. He previously worked as an associate focused on

Haas Alumni Notes

UNDERGRADUATE cont.

commercial real estate acquisitions. Albert lives in the Greater New York City area.



James Dong, BS 10

James Dong, of San Francisco, Calif., writes, “I just started a project to help people rent

camping/ backpacking equipment and snow sports apparel. Check it out: www.lastmngear.com. Goal is to help more people get outside and reduce over-consumption of stuff!”

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



Jasmine Guo, BS 10



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Scott Holcom, after being with Altria for four years, began work for Fisher Investments as account executive in Camas, Wash.

George Jiang, of Taipei, Taiwan, currently works as the business development manager for Shacom in Taiwan. He earned his 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 Danceworx, Main Stacks Dance Team, and Movement.



Brian Thomas, BS 10

Brian Thomas, of San Francisco, Calif., reports, “Celebrating two years as a transaction manager with the Global Corporate Services—CBRE on the McKesson account in San Francisco. After graduation he joined Advent Software in corporate RE and

property management for two years before transitioning to CBRE as a transaction analyst. Brian specializes in negotiation and financial analysis of leasing, acquiring, and disposing of commercial corporate real estate, including office, medical office, and warehouse space.”

Guy Zehavi joined Okta as a senior software developer, based in San Francisco. Prior, he was part of Goldman Sachs as an associate strategist.

2011

Karl Andersson, of San Francisco, Calif., celebrated three years with Yelp.com, where he works in international user operations. Karl is able to use his native Swedish to support the company’s localization and ongoing expansion into the Swedish market. In his spare time, Karl continues to work with the music production collective Elephant Guns Music, which he co-founded while studying at Cal. He recently became a father to his first son, Ragnar.

Shazia Virji is a marketing manager at Mint.com/Intuit 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 on the HAN-SF board as the VP of digital strategy and HULA scholarship chair.”

2012

George Jaber, previously an investment banking analyst, has been promoted to investment banking associate for Dean Bradley Osborne.

Christopher Hammond, 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’ Palo Alto office in the corporate group. My wife (Kaitlyn) and I are expecting our first child in April.”

Adam Leyva, of Washington, D.C., joined the National Science Foundation (NSF) as an accountant this November. He has relocated to the Washington, D.C., metro area.



Aron Schindler, BS 11, with Bain & Company in Singapore

Aron Schindler, of New York, N.Y., writes, “This summer I started my MBA at NYU Stern in New York after working for Bain & Co. in Europe and Asia. I’m very excited to be back in school, have time to commit myself to learning new skills (Mandarin, salsa, pilot school), meet new amazing people, and travel as much as I can!”

Shazia Virji is a marketing manager at Mint.com/Intuit 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 on the HAN-SF board as the VP of digital strategy and HULA scholarship chair.”

2012

George Jaber, previously an investment banking analyst, has been promoted to investment banking associate for Dean Bradley Osborne.

Alicia Perez is sharing IT innovation with K-12 and higher-education institutions in the Northeast region. “Customer-obsessed and results-driven.”

2013

Khaled Aboudamous, of Pleasanton, Calif., forwards the following: “In October 2014,

I joined ServiceMax, whose mission is to be the go-to application for every field service technician in the world. I will conduct enterprise business development.”

Brandon Curran, of Los Angeles, Calif., writes, “I have been working at Relativity Media/Relativity Sports, a movie studio and sports agency based in Los Angeles. I greatly enjoy it and have been able to learn a ton while being able to work with NFL players and NBA players like Amar’e Stoudemire and Jimmy Butler. I have also been able to advise other Haas undergrads and MBAs on pursuing careers in the sports and entertainment industries. In my free time, I enjoy biking all across Los Angeles, especially the 22 miles of beach-side bike paths. I am also coaching a youth basketball team at my local park.”

Andrew Kung, of San Francisco, Calif., has moved into the sales operations and strategy team at LinkedIn, acting as COO and chief of staff to the sales leaders. He joined LinkedIn shortly after graduation as an associate in the business leadership program.

Brian Liou of Berkeley, Calif., writes, “I recently graduated from the ImagineK12 ed-tech accelerator and launched Leada, a data science education company with Cal alumni. Leada provides online training in data science and analytics to prepare individuals and enterprises for the big data revolution. Our website: www.teamleada.com. For inquiries email brian@teamleada.com.”

MBA

1963

G. Michael Yovino-Young, of Berkeley, Calif., updates as follows, “Active appraisal career since 1960, still going strong at age 77, with Yovino-Young, Inc., 10 professionals (three Cal grads) in the firm with offices always in Berkeley. Jealous of the fantastic Haas campus compared with the dumpy, drafty basement at Barrows Hall in the 1960s. Go Bears!”

1965

William Ziemba See PhD 1969 notes.

1969

Lewis Okser, of Brooklyn, N.Y., writes, “I am a partner in a new high-end, online sports management, social-networking-oriented and advertising/marketing project. The work is applicable to all non-pro sports tournaments. We are seeking sports-oriented partnerships in the U.S., Asia, Europe, etc. The product will be offered free to your group for distribution, and a mutual arrangement will be worked out accordingly. If you or your group is interested, an executive summary will be emailed. Second grandson born a week ago in Finland.”

1970

Robert Klein, of Verdi, Nev., announces, “Celebrated 30 years operating the private railroad car Silver Iris, in charter service out of the Bay Area. Still rolling!”

George Reitter, of Fiddletown, Calif., retired in late 2013 from a prestigious career in executive

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management. For the last decade of his career, he served as CFO for national engineering firm Simpson Gumpertz & Heger Inc.

1971

Günther Grewe is celebrating 18 years as partner with Dr. Grewe & Partner. Based in New York, he specializes in U.S.-German tax and accounting issues, corporate and individual.

Max Oliva, S.J., of North Las Vegas, Nev., writes, “I am now on the Board of Directors of Nevada Legal Services. The mission of NLS is to strengthen the community by ensuring fairness and providing equal access to justice for low-income Nevadans. For more information, go to ethicsinthe-marketplace.com.”

Garrett Vogel, of Dallas, Texas, announces, “Among the more interesting investment and professional activities I’m engaged in is serving as secretary treasurer of Med-Cannabis Pharma, Inc. (OTC-MCPI). Med-Cannabis is a tiny, publicly traded company. To the best of our knowledge it’s the only public company actually in the business of selling cannabis and cannabis-products directly to the end user. Talk about making a full circle! In June, I took a Cal Discoveries trip circumnavigating the Black Sea. It was great! But Russian activities in Crimea and Ukraine caused us to make unexpected changes in the itinerary. In October, I spent a week taking a live-aboard program learning to sail a large (50-foot) sailboat. Yes, I still work.”

1972

William Sherman, of San Francisco, Calif., retired from law practice in 2014. He’s serving on public company board and three volunteer organizations, including Mendocino Abalone Watch.

1973

Takejiro Hama, of Tokyo, Japan, has retired.



Kudret Oztap and Heinrich Stucki, both MBA 75, and their spouses enjoying lunch in Paris

1975

Heinrich Stucki, of Paris, France, reports, “Two retired alumni who attended our business school, Kudret Oztap of New York and Heinrich Stucki of Paris, and their spouses, met in Paris, France, this fall and enjoyed a great lunch. Many nice souvenirs from the happy but very studious Berkeley time were exchanged.”



Joe Carlson, MBA 77, with Kathy Carlson and kids Lily, Michael, and Andy Carlson

1976


Donald Smith, of Dover, Mass., See PhD 1981 notes.

1977

Joseph Carlson, of Monument, Colo., writes, “As a board of directors member of the King’s Deer Home Owners Association (HOA) responsible for water issues and the board’s secretary, I’ve

had to learn quite a bit in a short period of time. Water in this part of Colorado is a very precious and valuable commodity with various rights of ownership, and the HOA has been tasked by District Court Water Division Augmentation Plans to report on the water usage and how required augmentation plans have been accomplished. Most of us haven’t ever thought

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MBA cont.

about what the difference is between ‘not nontributary’ and ‘non-tributary’ sources, what is a ‘plan of augmentation’ or what constitutes the Dawson and Denver aquifers. As an accountant—even Haas School of Business trained—I’m a bit overwhelmed at times.

“Kathy, our three younger children (Michael 11, Andy 9, and Lily 8), and I truly enjoy the opportunities of world travel to diverse countries and we are all looking forward to a trip to Belize in March (diving and snorkeling) and an adventure in Argentina and Uruguay in December 2015. Each year, as a family, we work on our ‘bucket list’ of countries to visit and cultures to learn about.”

1979



Michael O'Donnell, MBA 79

Michael O'Donnell, of Ann Arbor, Mich., reports, “The fourth edition of my *Health Promotion in the Workplace* text was released a few months ago. I started writing the first edition in 1979, the second year of my Cal MBA program, because there was no textbook or reference book for the field. It

Our Defining Principles
Students Always

was finally published in 1984. In 1986, I launched *American Journal of Health Promotion*, the first peer-reviewed scientific journal in the field. What a great career choice I made: I get to help people improve their sense of well-being and avoid unnecessary illness and help employers control their medical costs at the same time.”

1980 35th REUNION April 23-26, 2015

Mark Coles, of McLean, Va., announces, “In November 2014, I was named to the governing board of the Indo-U.S. Science and Technology Forum, an autonomous, not-for-profit society that promotes and catalyzes Indo-U.S. bilateral collaborations in science, technology, engineering, and biomedical research through substantive interaction among government, academia, and industry. I continue to work in the Physics Division of the National Science Foundation, where I have oversight responsibility for the Laser Interferometer Gravitational Wave Observatory (LIGO) program, which includes the prospects for a partnership with the government of 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. 2015 promises to be a very exciting year scientifically, with the restart of LHC operation in the spring and the first searches for gravitational radiation with the newly upgraded LIGO detectors in the fall.”

1982



Marshall Leisten, MBA 82

Marshall Leisten, of San Mateo, Calif., writes, “Started a new job at Red Book Connect as vice president of Platform Technology & Partner Sales in December. Red Book 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, Ambassadors Group, in Spokane. The company runs the People 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 based for too many years. Our vision is to be the most customer-centric company in the student travel industry.”

1985 30th REUNION April 23-26, 2015



Brian Bloom, MBA 85, at the track with one of his jockeys

Bryan Bloom, of Solana Beach, Calif., announces, “Started a new venture with my brother Jeffrey Bloom. We are an investment company focused on racehorses 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 investments in the same space. There is no other company that does what we do, and we have very large and wide industry knowledge, expertise,

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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.”

1986

Mark Coopersmith, of Tiburon, Calif., writes, “How time flies! Hard to believe I've been teaching innovation and entrepreneurship at Haas for more than a decade now, both to graduate students and also to executives from around the world. This spring I'm particularly excited about a John Wiley & Sons book I'm publishing titled *The Other 'F' Word: How Smart Leaders, Teams, and Entrepreneurs Put Failure to Work* (see page 6). Co-authored with my UC Berkeley and Princeton colleague John Danner, the book is based on the pioneering course of the same name that we teach at Haas, helping current and future leaders better understand how failure can be leveraged as a powerful tool to drive innovation, growth, and more resilient and successful organizations in general.

“My wife, Lori, (Cal BA 1983, Hastings Law 1986) and I live in Marin as our children Matt and Ali grow up and head to college.”



Mark Coopersmith, John Thornton, Jim Lane, and Karen Criddle. Front: Kate Johnson Hart, Tonia Sabatini Rubin, Laura Hudson Evans, Julie Sloman Chrisman, and Jean Nozawa Pelfini, all MBA 86.

Karen Criddle, of Bellevue, Wash., has been getting together with five female classmates—**Kate Johnson Hart, Tonia Sabatini Rubin, Laura Hudson Evans, Julie Sloman Chrisman, and Jean Nozawa Pelfini**, all MBA 86, each fall. She writes, “This is our twelfth year, and we enjoy hikes, reconnecting, and sharing advice.” The group was recently joined by classmates **Mark Coopersmith, John Thornton**, and **Jim Lane**, all MBA 86, for brunch at Sam's in Tiburon.

1988



Ralph, MBA 88, and Jean Garcia, MA 90 (art history), at Northstar

Ralph Garcia, of San Mateo, Calif., announces, “I am entering my 27th year in the investment advisory business. Haas prepared me to help busy executives and their families make better investment decisions and I am forever grateful. In appreciation, my wife, Jean, and I recently made Haas one of our estate beneficiaries.”

1990 25th REUNION April 23-26, 2015

Dan (Pine) Firepine, of Berkeley, Calif., reports, “Still at Kaiser, Emergency Medicine. I'm incubating medical startup ideas and am open to connecting with others regarding brainstorming on

substantive health care/tech innovation(s). Married to Jennifer, have an 8-year-old boy and a 9-year-old girl!”

Chris Jay, of Grass Valley, Calif., updates as follows, “Chris has been elected partner of The Exetor Group, an executive leadership and coaching firm—www.exetor.com.”



Charles Jones, MBA 90

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



Dr. Michael Sterns, MBA 90, at the office

Michael Sterns, of Portola Valley, Calif., reports, “A year ago I stepped off the underfunded startup circuit and returned to my first career as a clinical veterinarian. This time around I decided to work on dogs and cats, a huge departure from my first round as a horse doctor. It is very satisfying performing surgery again, and the

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Students Always

steady hours allow me to maintain a consulting practice in drug development and product launch strategy for small science-based companies. My oldest daughter is now a sophomore at LMU/LA, and my twins are high school freshmen. I am gearing up for another triathlon season, trying to reverse the aging process through exercise. If you live on the Peninsula, bring your pet(s) to Alta View Animal Hospital and say hello.”

1991

Atul Sharan, of Cupertino, Calif., updates as follows, “Our company, CellMax Life, emerged from stealth mode. It has a simple, noninvasive blood test for early detection of cancer. Once all the fear, uncertainty, and doubt around cancer is peeled off, the only hope anyone has of overcoming cancer successfully is early detection. Now, for the first time, CellMax makes that a reality.”

1992

Richard Jones, of Oakland, Calif., reports, “The PC is still alive and so am I. Year 15 at Intel currently serving as a technology evangelist for the mobile market. Looking forward to my three-month sabbatical in the summer. Will



Francesco, MBA 93, and Susan Rockwood, MBA 89

travel to China, Japan, and France. Hope to see classmates. Had a good time reminiscing with classmates **Rob Karmele, Rich DaCosta**, and **Shaw Taylor**, all MBA 92, at a recent holiday gathering.”

1993

Calvin Moree, of San Francisco, announces, “Recently founded Freedom Analytics, a data analytics consulting firm providing data mining, machine learning, and predictive analytics to forward-thinking enterprises that seek to leverage their data as a strategic asset. My son just turned 13, so now we officially have a teenager in the house. Also, recently took an amazing trip to Belize in Central America, where we toured a jaguar preserve in the rain forest as well as Mayan ruins. I highly recommend it.”

Francesco Rockwood, of Berkeley, Calif., writes, “**Susan, MBA 89**, 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 older adults. Our only regret is that we don't get to work with other Haas alumni as often as we would like. Anyone up for meeting in San Francisco after work?”

1994

Bruce Deaner, of Tokyo, Japan, reports as follows, “A group of 1994 MBA alumni and spouses gathered in December for a lively 20th reunion dinner in Tokyo. The mood was both energetic and nostalgic as old friends reengaged, reminisced about classes held in Barrows Hall (we were the last class to never study in the current facility), and shared their experiences since graduation. It was a fantastic evening and plans for the next one are already in the works. If anyone from the Haas community is planning a visit to Tokyo, be sure to let us know!”



Rob Karmele, Shaw Taylor, Richard Jones, and Rich Da Costa, all MBA 92

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MBA cont.



MBA Class of 1994 alumni and wives: Ikuya Kurikawa, Bruce Deaner, Hiroyuki Yamamura, Yuka Ohta, Yoko Toda, Hirotake Ohta, Toshiyuki Ogura, Taketoshi Sagisaka, Hiroshi Ohkubo, Atsushi Toda, and Dai Watanabe.



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 (www.gatherlocally.com). A longtime resident of Oakland and Berkeley, I wanted to support our local neighborhoods and provide people a platform for shopping locally. So far, I have enjoyed getting to know many small local retailers and look forward to helping them grow their businesses through the e-commerce world.”

“On the personal side

I’m staying plenty busy. My husband, **Warren, MBA 91**, and I celebrated 26 years of marriage this year. Our son is 13 years old and applying to high schools. I am president of the parent association at my son’s school and just rolled off of a three-year term as a board member for the Oakland School for the Arts.”

Leslie Little, of New York, N.Y., reports, “I recently relocated to Manhattan and joined Korn Ferry’s New York office as a senior partner focusing on CEO and board effectiveness, CEO coaching, succession planning, and talent strategies. It’s an exciting opportunity to leverage my consulting expertise and help grow Korn Ferry at a pivotal point for the firm as it broadens its offering to the full spectrum of talent management and talent advisory. I am still following my passion for books with Icon Images and accepting private commissions on the Icons University branded books as well as finishing my first screen-

play, which has garnered interest from three major producers. So life is busy and Manhattan is off to a great start. I hope to see lots of classmates as they pass through N.Y.”

Ahroon (Henderson) Yoch, of Edina, Minn., announces, “In August of 2014, my family and I moved to Minnesota. While it was difficult to leave friends and family in the East Bay, we are loving our new life in Minnesota, and especially the cold, snowy winter. I am taking a break from work to get us all settled in.”

1995 20th REUNION April 23-26, 2015

1996

Katherine Kim, of Oakland, Calif., reports, “I was appointed assistant professor, Healthcare Innovation and Technology and Founding Faculty at UC Davis, Betty Irene Moore School of Nursing. My work focuses on the application of mobile and social technology to improve care coordination and community health.”



Katherine Kim, MBA 96

1998

Jodi Joachim, of La Crosse, Wis., updates as follows, “I recently took on a



Jodi Joachim, MBA 98, riding Afternoon Delight

new role at Kaplan Professional Education (KPE) in La Crosse, Wis., where I have worked for more than 13 years. In this new role, I work on mergers and acquisitions, assist with development of growth strategies, and assess international market opportunities. KPE helps professionals obtain designations including CFA(R) and CFP(R) and certifications that enable them to advance and succeed in their careers.

“While I miss the San Francisco area more than words can express, moving back to the Midwest reacquainted me with my overriding passion—horses. My spouse and I live with our four horses on a hobby farm and I train for and compete in eventing horse trials—which are known as ‘equestrian triathlons.’”

Daniel Tellalian, of Los Angeles, Calif., enjoyed the thrill of a lifetime delivering his new daughter Fatima in shotgun of wife’s Audi. Wife, baby, and vehicle are all doing well.”

1999

Naveen Agarwal has recently been hired for a newly created position of chief customer officer at Prudential Financial. Agarwal is responsible for

the design and execution of an integrated strategy to enhance the customer experience in Prudential’s U.S. businesses leveraging data, digital, and marketing. He will be based in the NY/NJ/CT area. Agarwal will shape and execute the digital strategy for all of Prudential’s U.S. businesses. Agarwal joins Prudential from Pricelock, a leading online provider of fuel price protection for businesses, where he was CEO. His prior experiences include serving as president of E*TRADE Capital Management where he was responsible for growing the company’s mass affluent customer base.



Gleb Budman, MBA 99, and wife, Katia Bloom, with “The Big B”

Gleb Budman, of San Francisco, Calif., reports, “Backblaze has grown

revenue 917 percent over the last five years and stores 150 petabytes in its cloud storage (about one-fourth the size of Facebook) and has recovered more than 7 billion files for customers. “Been having a blast with our almost 2-year-old daughter and was thrilled to see many of the MBA 99 classmates at the pre-reunion happy hour and the spontaneous Rain-organized gathering later in the year! Took great vacations to Colombia and Germany, as well as hang gliding in Mexico and snowboarding in Canada.”



Beth Murphy, MBA 99

Beth Murphy, of San Francisco, Calif., announces, “I’ve recently joined Deezer as chief marketing officer, the first truly worldwide digital music streaming service in more than 180 countries with 16-plus million users. I’ll be spending quite a bit of time in Paris and London (suggestions on great people to connect with encouraged!). While racking up miles crossing the pond with the new gig, 2014 was a great year for travel generally—with trips to Maldives, Belize, Guatemala, Costa Rica, Mexico, Bali, Hawaii, etc. Hope to connect with more Haas folks in the New Year!”

Steve Peletz, of San Francisco, Calif., updates, “The San Francisco real estate market has been really strong over these past few years. At Parc Pacific Ventures, both the rental business and the brokerage business have been very good. We look forward to making some big changes in 2015!

“We are nearly empty nesters as our son, born the second week of class at Haas, is a junior in high school. His older sister is halfway through her sophomore year in college. More travel, scuba adventures, bike riding, and daily exercise are on the horizon! Currently, we enjoy watching a lot of our son’s high school basketball games, with one more basketball season to go after this year.”

2000 15th REUNION April 23-26, 2015

Clem Bason, of San Francisco, Calif., is CEO for two travel-focused startups, goSeek.com and DealBase.com, helping travel consumers get the best possible values and savings.

Edgard Capdevielle, of Danville, Calif., reports as follows, “Four Haas MBA

classmates completed the 2014 Santa Cruz triathlon together. **Chris Barton** completed his first triathlon, **Edgard Capdevielle** and **Pascal Hoffmann** had a great race, while **Greg Patterson** achieved second place in his age group. It was a great day!”

Rachel (Martin) Long, of Piedmont, Calif., writes, “After eight years of being a stay-at-home mom to three children, I started a new job at Guide Dogs for the Blind as director of Canine and Veterinary Operations.”



Greg Patterson, MBA 00, crossing the finish line

Greg Patterson, of San Francisco, Calif., forwards the following news: “The Advisory Group, led by Greg, will soon be launching WealthStep, an automated online planning

and investment service with the option of human guidance, the roots of which started in a Haas b-plan competition. On the personal front, Greg accomplished a longtime dream by completing his first and second full Ironmans over the summer. The encouragement and training insight from Haas friends and family were greatly appreciated.”

Cheryl (Proctor) Strachan, of Calgary, Canada, reports, “After nine years working as a dietitian in a cardiac rehabilitation program, I left in the spring and started Sweet Spot Nutrition Consulting (www.sweetspotnutrition.ca) with a friend. Looking forward to putting my MBA to work and growing it in 2015.”

Robert Tanner, of Beijing, China, is now senior product manager, UC&C Solution Sales (video-conferencing) at Huawei Enterprise, Shenzhen, China.

2001



John Cole III, MBA 01

John Cole, of Santa Rosa, Calif., died Dec. 2 of complications from multiple myeloma. “Director of production at Kendall-Jackson Wine Estate, John oversaw production and planning at the 15 wineries that create wines for 25 large and boutique brands,

selling more than 5 million cases annually. His responsibilities included Kendall-Jackson Vintner’s Reserve Chardonnay, the top-selling Chardonnay in America. John ran Kendall-Jackson’s innovative French Oak barrel-making operation that produced 30,000 barrels each year, and he traveled regularly to France and Missouri to work with mill and cooperage partners.”




Peggy Wu, MBA 01, celebrating Christmas at home in Singapore with family.

Peggy Wu, of Singapore, writes, “Happy New Year from Singapore! We have now been here for exactly a year and a half. I joined Henderson Global Investors as head of Asia marketing last July and it’s going well so far. Lilia (8) is blending in well at a local public school, while Kadin (5) is enjoying her second year at a bilingual kindergarten. John is enjoying a new role at Wells Fargo as a senior risk officer. We traveled to Bali and Bangkok last year; this year we’re planning a trip to Sydney, Germany, and another Asian city. If you ever pass through Singapore, please give me a holler: pejiwu1024@gmail.com.”

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Haas Alumni Notes

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MBA cont.

2002



Jeffrey Ha, OD 04 (Optometry), and Linda Ng Ha, MBA 02, with future Cal Bear Ryan Ha

Linda (Ng) Ha, of Los Angeles, Calif., reports, “Many life changes have occurred over the past year-plus. After over a decade living in San Francisco and working at Gap Inc., I moved back to Los Angeles to be closer to family. My husband and I welcomed our son Ryan in early 2014. I have loved being a full-time mom and cannot believe where the time has gone as Ryan is now turning 1!”

2003

Manuel Bronstein, of Palo Alto, Calif., joined YouTube as head of consumer products this fall. Before joining YouTube, Manuel was VP of product and general manager at Zyn-ga, where he led games and platform teams working on “Poker,” “FarmVille,” and “FarmVille 2,” among other projects. Manuel is also an active investor and advisor to consumer tech companies including ZocDoc, Outpost Games, ActiveHours, Faraday Bicycles, Zeal, Boosted Boards, Voxy, Ekso Bionics (OTCBB: EKSO), Pixable (acquired by SingTel), and PlaySpan (acquired by Visa). Before joining Zyn-ga, Manuel spent about

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

Nori Fujii, of Tokyo, Japan, is head of Google Play Developer Market-ing APAC.

Dave Geisler joined Lateef Investment Management in Green-brae, 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 Consult-ing’s Energy Practice. As of mid-2014, I moved to the United Arab Emir-ates with my husband (Carlos), and children (Renata, 8, and Marco, 5). We are enjoying the ex-perience and anticipate being here at least until 2016. Please let us know if you are in Dubai or can connect us with profes-sional or social circles!”



Shannon Graham, MBA 03, with husband, Carlos, and kids Renata (8) and Marco (5)

Keith Kilpatrick, of San Francisco, Calif., writes, “Fellow Berkeley MBA alumni, I am currently VP of product at Ninth-Decimal, responsible for mobile advertising and measurement. A recently launched product (Loca-

tion Conversion Index) is being white-labeled across major Madison Avenue agencies to at-tribute offline behavior back to digital spend.

“I also got engaged to Rosabel Tao back in November. We are in the midst of wedding plan-ning while growing new venture companies!”



Keith Kilpatrick, MBA 03, and fiancée, Rosabel Tao, in Amanpulo, Philippines

Valeriy Povreznyuk, of Kyiv, Ukraine, moved to JSC VTB Bank earlier this year as the head

of Credit, Leveraged Finance & Invest-ments. In his new role he manages a portfolio of approximately \$2.0B. Previously, Valeriy led the structured finance group for UkrSibbank of BNP Paribas Group.



Families of James Man, Hiro Ikeda, Han Feung, and Fred Lam, all MBA 03

Fred Lam, of Hong Kong, announces, “The four Haas families in Hong Kong celebrated Christ-mas together. It was an evening of gifts and play 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! We now have a boy and a girl.”

Tony Tai, of Beijing, China, joined DHgate.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) Bru-mana, of Austin, Texas,



Rodrigo Brumana, MBA 04, with Alessandra and Bella

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 eCommerce leader RetailMeNot, Inc.—the world’s largest market-place for digital offers. Participated in compa-ny’s IPO summer of 2013 and have built a world-class finance organiza-tion for the post-IPO era. Alessandra doing really well and Bella enjoying public school. Looking forward to the 15-year reunion!”

Jen Mayer, of San Fran-cisco, Calif., updates, “After 17 years with the Department of Trans-

portation, last year I joined Ernst and Young Infrastructure Advisors (EYIA) as a senior VP. EYIA provides finance, business planning, and procurement advisory services for large-scale infrastructure projects and public-private partnerships. The firm has advised on some of the largest undertak-ings in the country, the \$5B Tappan Zee Bridge Replacement and \$1.4B Goethals Bridge in New York, the Port of Miami Tunnel, and Interstate 595 Express Lanes proj-ects in Florida.

“More locally, my col-league **Margaret Rhee 06** helped develop the financial plan for the recently opened BART/ Oakland Airport Con-necter (which I’m sure will help transport many Haas students between campus and the rest of the globe over the next few decades). We are also helping Berkeley’s sister campus, UC Mer-ced, realize its ambi-tious vision for campus expansion and serving as advisors to the Transpor-tation Agency for Mon-terey County, Caltrain, LA Metro, and the Southern California Association of Governments.

“I’ve celebrated many milestones since my time at Haas, including getting married to Christina Page in 2010 (and again, this time legally, in 2014). Together we are parents to Thaddeus (born 2011) and William (born 2014). We live in the Bernal Heights area of San Francisco, which has recently gained the nickname ‘Maternal Heights’ thanks to the prevalence of young kids. When I’m not working on behalf of transportation agencies, I’m trying to pass on my love of all things train and transit, taking Thaddeus to as

many kiddie train rides, train museums, and actual trains as I can on weekends. I welcome friends getting in touch and queries about the best places to take train-crazy toddlers.”



Jen Mayer, MBA 04, with wife, Christina G. Page, and sons Thaddeus and William

Taylor Schreiner, of San Francisco, Calif., is the new VP for research at Haas-founded TubeMo-gul, Inc. Since graduating from Haas in 2004, Taylor has built a career in strategic insights and research for Bay Area tech firms Yahoo!, Twitter, and LinkedIn.

Chris Thompson, of Walnut Creek, Calif., celebrates 12 years as vice president and senior financial advisor for Merrill Lynch. He advises clients on a full scope of categories ranging from investment management to employee benefits.

Alice Vatta, of Rome, Italy, joined C3 Energy as the VP of strategic clients in 2014. C3 Energy is a soft-ware company that helps utility operators realize the value of the smart grid (www.c3energy.com).

2005 10TH REUNION
April 23-26, 2015

Alex Bauer, of San Leandro, Calif., became executive director of

investor relations for TriNet in September 2014. TriNet provides HR solutions to small and mid-sized businesses.

Jeff Bray, of San Francisco, Calif., writes, “Approaching 10 years at Prologis, Inc. (and its predecessor organi-zation AMB Property Corporation), a global real estate investment trust, heading up the risk management team. My wife and I welcomed our new son Max in February 2014.”

Marcos Dehollain, of Sao Paulo, Brazil, was promoted to finance and services director with Roche, based in Brazil.



Brad Irby, MBA 05

Bradley Irby, of Buenos Aires, Argentina, reports, “It has been 1.5 years since I founded my tech-nology outsourcing company in Buenos Aires, and it is growing quickly. This area is a spectacular place for technical talent.

“We just spent our second Christmas by the swimming pool in 90-plus degree weather, and we are loving Buenos Aires. If any classmates want to experience the southern hemisphere, just drop me a line. I hope to see everyone at the 10-year reunion in April!”



Nadeem Sheikh, MBA 05

Nadeem Sheikh, of Singapore, updates, “The last few months have been big ones at work—my company Opower went public on the NYSE earlier this year, and I moved halfway across the world to Singapore to run Opower’s offices in Asia. I think I have finally figured out how to properly bow in Japan and negotiate with taxi drivers in Manila. It has been a great career (and personal) adventure! Looking forward to the 10-year reunion in 2015.”

2006



Mary Francis, MBA 06

Mary Francis, of San Ramon, Calif., has been named corporate secretary and chief governance officer of Chevron, effective May 1, 2015. In her new role, Francis will counsel the board of directors and

senior management of Chevron on corporate governance matters, manage the Corporate Governance Depart-ment, and serve on the Law Function Executive Committee. Francis joined Chevron in 2002 as a trademark senior counsel in the Corpora-tion Law Department. In 2005, she was appointed to the position of lead senior counsel in Chev-ron Shipping Company. In 2007, she was ap-pointed to the position of managing counsel, Pipeline and Shipping in Global Gas. In 2009, she was appointed general counsel, Chevron Asia Pacific, Exploration and Production Company. She has held her current position as chief corpo-rate counsel since 2012.

Uyen Nguyen of Seattle, Wash., writes, “These past two years have been busy for us. We took five months off to travel around the world (well, 25 countries to be exact) and started two new businesses: Waterbridge Capital, a boutique investment advisory firm run by me, and Nue, an internation-al street-food restau-rant based in Capitol Hill in Seattle, run by my husband. We love the start-up life—the ener-gy, the problem-solving (and there are constant streams of problems to solve), and the amazing, often unexpected sup-port we’ve received from our friends, families, and communities. It will be a while before we have the time to do another international trip (we are just aiming for six hours of sleep now), but we are enjoy-ing ourselves.”

Vijay Sakhrani is now responsible for new business incubation,

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MBA cont.

customer services at Hewlett-Packard. Before returning to HP, he was director of product management and marketing at Agni Energy, a startup focused in renewable energy from biomass.

2007

Meghna Majmudar, of San Francisco, Calif., joined Bonfire Communications as the strategy director/senior associate in December 2014. Bonfire, a Lippincott company, creates and executes strategic communications campaigns driving employee engagement and action. Since graduating from Haas, Meghna has worked in strategy, specializing in business development, culture change, and leadership development.

David Saxe, of San Francisco, Calif., along with two Haas MBA alums, **Brian Milovich '06** and **Brian Chuck '07**, co-founded Calvera Partners in 2010, a San Francisco-based real estate investment firm focused on the acquisition of apartment buildings. The company, which primarily sources its equity from accredited, high-net worth investors, recently acquired its eighth apartment building.

William Sellman, of Oakland, Calif., writes, "Still a family practitioner in the East Bay; also working with Stanford Health Care to define and expand the primary care network."

2008

Deepak Goel, of San Francisco, Calif., informs, "I just launched KarmaCircles (KC). Check it out at <http://www.karmacircles.com>. On KC, people give and receive help for free. Find a person, 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."



Anuj Jenveja, MBA 08

Anuj Jenveja, of Las Vegas, Nev., writes, "I have been working at Duetto, a cloud-based predictive analytics revenue strategy application for hotels and casinos. I am the SVP of Global Customer Success, which oversees deployment, onboarding, training, and support of our customers."

Joe Lazar, of Oakland, Calif., announces, "My boutique marketing agency just celebrated its fourth anniversary! My wife and I had our son, Sam, in October. So far, so good—he's a good sleeper!"

Billy Leung, of San Francisco, Calif., joined Ingenio as the senior director of product management. Ingenio is one of the largest peer-to-peer e-commerce marketplaces. Outside of

his day job Billy advises startups including Crowdera and formerly PlaySay Inc. (acquired by Babel).

Matt Mathias of Sydney has been promoted to retail operations manager of Australia and New Zealand for Google. He has been part of Google's team since July 2008.

Damian Marano, of San Francisco, Calif., was promoted to VP of national sales at The Coca-Cola Company, where he has worked since 2006. Since graduating from Haas, he also earned his JD at the University of San Francisco School of Law.

Michael Varshavski, of San Francisco, Calif., began work 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.

Nobie Yamawaki, of San Francisco, Calif., was promoted to regional senior manager, product and trade marketing, Latin America with PlayStation. Nobie has worked in product marketing for PlayStation since 2011.

Yuji Yoshimoto is now manager for Bain & Company in Tokyo, Japan. Previously, he worked as senior manager for Accenture.

2009

Atul Agarwal, of Foster City, Calif., was promoted to senior director at Visa Inc. He was previously the director, strategy and product management, since 2012.

Kyle Kearney, of Oakland, Calif., announces, "I moved back to 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 be back in California and looking forward to reconnecting with fellow Haas alums!"

Will Wright, of Birmingham, Ala., reports, "After leaving McKinsey and moving to Birmingham, I am now running Pack Health (www.packhealth.com). We provide bundled support services for patients living with chronic conditions like diabetes and cancer. It has been a great year for us having grown tremendously and having great patient impact. Thanks to Berkeley colleagues who have answered my questions thrown from 'out of the blue.' Also great news, my wife and I had a baby daughter, Vivian James Wright, in September 2014. She is growing like a weed, healthy and happy. Whitney and I are doing well too."

Erik Kiewiet de Jonge, of Arlington, Va., was hired as director, business consulting, for Marriott International. As with his previous work with Deloitte Consulting, Erik will be based in the greater Washington, D.C., metro area. Along with his wife, Kristen, Erik welcomed their first daughter, Louisa, into the world in June 2014.

Eugene Lin announces, "I joined Plum Organics as a brand manager in December 2014. Plum, a public benefits corporation, makes delicious organic meals and snacks for babies, kids, and adults." He and wife, **Alicia Chan, MBA 13**, live in the Bay Area.

Arun Nair, of San Jose, Calif., co-founded RetailNext Inc. to provide comprehensive in-store analytics to any retail professional with data for CEOs/owners, operations, marketing, merchandising, store design, and loss prevention. The company, celebrating its seventh year, is at retailnext.net/.

Amir Pelleg, of Seattle, Wash., continues building his career at Amazon. In December,

Amir was promoted to senior manager, product management, digital products. Most recently, he was a principal product manager for Kindle Fire. Amir interned with Amazon while enrolled at Haas and has worked in product management since graduation.

Simon Ru, of Burlingame, Calif., writes, "My startup UpNest.com just raised \$2MM seed funding. We are disrupting the \$62B/year real estate commission market by adding much-needed transparency to the realtor hiring process. Come check out why people are raving about us on Yelp and please help spread the word. We will give your friends an extra \$500 rebate if they use our service and mention you as the Haas connection."

2011

Jason Dolan, of Oakland, Calif., was promoted to senior account executive and team lead at Hobsons—maker of the Naviance college and career prep tool.

Hamza Khan, of Dubai, writes, "Still living large and racking up the miles at McKinsey in Dubai, but considering moving back to the States this year. Other resolution for 2015: Learn Spanish. Say hello if you're ever passing through. Mi casa es su casa."

Kimberly Petska, of San Francisco, Calif., announces, "I recently moved back to San Francisco from the East Coast to take a great new role as a business director with Method Products (now People Against Dirty, pbc) in S.F. It's a great opportunity to



Kimberly Petska, MBA 11, business director at People Against Dirty

be a general manager for the world's largest green cleaning company and continue my personal passions in green science and consumer goods. We recently opened a LEED platinum manufacturing facility in Chicago, and it houses the world's largest rooftop greenhouse managed by Gotham Greens. Business is strong; look forward to all 2015 brings. Clean happy!

"In addition to moving back to S.F. for the new role, I continue my travels to see the world. Most recently I visited Bolivia to see the Salt Flats in Uyuni and mountain bike in La Paz."

Tim Potter, of Fairfax, Va., writes, "Tim, Kylie, and family relocated from the S.F. Bay Area to Fairfax, Va. Looking forward to connecting with Haas alumni in the area."

Alan Wang reports, "Celebrating 12 years with Keller Williams Realty in Cupertino, Calif. Ranked in the top 1 percent of Keller Williams agents in Northern California and Hawaii."

2012

Jose Ramon Alvarez has over a decade of global experience in North America, Asia, and Europe in corporate

strategy, VC, and product management and is currently at the Samsung Strategy and Innovation Center driving future technology strategy, corporate VC investments in early-stage technology startups, and incubation of new products.

Andrea Leewong announces, "I recently left Intuit to join a startup in S.F. called NerdWallet. We are a website that provides content and comparison tools to help people make better financial decisions. We're hiring, so if you're interested, let me know!"

Lindsey Lincoln-Nabwangu, of Palo Alto, Calif., joined HP's M&A corporate development team as an integration manager, based in Palo Alto. Lindsey and her husband and son welcomed another baby boy this summer, Oliver Lincoln-Nabwangu, born July 17, 2014, and weighing 9 pounds 11 ounces.

Nicole Sanchez, of Berkeley, Calif., writes, "In 2014, I founded Vaya Consulting, dedicated to supporting companies that are ready to diversify their workforce. Primarily working in tech, it has already proved rewarding, challenging, and fun."

Arun Shekar, of San Francisco, Calif., continues building his career in entrepreneurship and advisory services, adding mentor/advisor for Alchemist Accelerator to his resume. Arun simultaneously leads Augment Advisory as founder and president, offering strategy consulting to early-stage startup firms and entrepreneurs.

Chris Tar, of Saratoga, Calif., reports, "After many years managing

infrastructure teams and projects, Chris has made a move within Google to a group working on natural language understanding and artificial intelligence."

Pete Thompson, of San Francisco, Calif., announces, "Chieko and I are celebrating the birth of our first child, Aiden, born on December 12 in San Francisco."

Darren Woulfe became director of procurement at Sungevity in fall 2014. It is his second career advancement this year, as he was previously promoted to senior manager, strategic procurement, at Recurrent Energy in June.

2013

Arup Banerjee, of San Francisco, Calif., joined Radius Intelligence in March 2014 and serves as the director of product management. Addition-

ally, he celebrates two years since co-founding tally24, a Berkeley-based tech company that facilitates online booking for service-oriented businesses.



Benny Du, MBA 13

Benny Du, of Daly City, Calif., writes, "In mid-September 2014, I made the transition from the payments/e-commerce innovation space to enterprise IT/cloud computing infrastructure

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Haas Alumni Notes

MBA cont.

as I started my new role at Chouinard & Myhre, Inc. (CMI), an enterprise IT services provider based in Mill Valley (the company has extensive Cal connections!). I'm on the sales/business development side of things as I look forward to growing CMI's cloud solutions practice and deepening our partnership with Amazon Web Services (AWS). It has been a fascinating ride so far and I'm learning new things everyday! Please feel free to reach out to me if you'd like to discuss any cloud-related issues!"

Dennis Ducro, of Sydney, Australia, was recently promoted to engagement manager with McKinsey & Co.

Minnie Fong works at Korea's #1 online retailer of Korean cosmetics, MEMEBOX, as head of e-commerce bringing Korean cosmetics to the Western market starting with the U.S.

Daniel Lee, of San Francisco, Calif., reports, "After graduation from the full-time MBA/MPH program in December 2013, I joined a tiny medical device startup making assistive self-feeding devices for people with tremor caused by essential tremor and Parkinson's disease. Lift Labs had just launched its Liftware tremor-stabilizing utensil (which incidentally was my client company/project in Dr. Teck Ho's Pricing class). In September

2014, we were acquired by Google[x] Life Sciences. I continue to be involved with the Liftware product and working with the bright minds within Google to bring the Liftware to the next level and get the device into the hands of more people who need it."

Marius Rus, of Bucharest, Romania, joined CIT Restructuring, based in Bucharest and will be working on turnaround and distressed debt investing.

2014

Harsh Sinha, of San Jose, Calif., is now director of product for PayPal in San Jose. He previously worked as head of engineering for eBay Local Shopping.

2015

Gary DeBerry, of San Francisco, Calif., took a new job as director, email marketing for Lending Club starting in December 2014. He previously worked as vice president, database marketing, for BlackRock while applying to and starting the EWMBA at Haas.



Tony Verdon, MBA 15, at the finish line of his first 100-mile race with his wife, Michelle

Tony Verdon, of San Francisco, Calif., "completed his first 100-mile

trail race at the Javelina Jundred on November 1, 2014, in Fountain Hills, Ariz. His wife, Michelle, and sister Stephanie paced him for nine 15-mile loops, each providing the much-needed support to get him to the finish. The race started at 6:00 a.m. and Tony finished in 22 hours and 44 minutes, coming in 58th place out of 511 runners who started the race. In addition to completing his first 100-mile race, he also earned the coveted sub-24-hour belt buckle."

BCEMBA

2006

Colin Schmidt, of San Francisco, Calif., writes, "My wife and I are living in San Francisco with our three children (10, 10, 7). I am still the executive director for a nonprofit organization called America Scores. We help level the playing field for thousands of at-risk youth and have started a new program to transform asphalt public-school playgrounds into safe, green sports fields.

MFE

2010

Geoffroy Samarcq, of New York, N.Y., works as a VP at Bank of America Merrill Lynch in N.Y.C. After graduating from the MFE program in 2010, Geoffroy returned to Goldman Sachs in the equity strategies group, where he worked until switching firms in June 2013.

2011

Wilson Lee, of San Francisco, Calif., celebrates three years at BlackRock

in the Client Solutions Group. He interned with BlackRock's Global Market Strategy Group while a student at Haas.

2014



Ekaterina (Kate) Matrosova, MFE 14

Ekaterina (Kate) Matrosova died tragically in February at age 32. She was a New York-based credit trader for France's BNP Paribas SA, a position she'd held since August. While a student, Kate and five classmates took third place among more than 50 rivals and first place among U.S. teams in the 2014 Rotman International Trading Competition, the largest event of its kind in the world. "Kate was a true inspiration and good friend to all the people around her," says her classmate Li Sun, MFE 14. "She was always motivated and dedicated to anything she set her mind to. As classmates, we worked on many projects together, and we achieved so much more than we could have possibly achieved without her." Says Linda Kreitzman, executive director of the MFE program. "Everything she did, whether studying at Berkeley or working at BNP or being with friends, Kate did it with the utmost passion, dedication, ethics, and

hard work. She lived her life courageously, on her own terms, and always cared about the least privileged ones. She supported many organizations, including a school for orphans in Peru. She was the most tenacious person I have ever met, and the Berkeley MFE community has lost a role model and a great friend."

PhD

1969

William Ziemba MBA 65, is the series editor for World Scientific Handbooks in Financial Economics and recently published *The World Scientific Handbook of Futures Markets* (World Scientific Publishing Company, 2014). He is the Alumni Professor Emeritus of Financial Modeling and Stochastic Optimization in the Sauder School of Business at the University of British Columbia, where he taught from 1968 to 2006. He is also a distinguished visiting research associate at the Systemic Risk Centre, based at the London School of Economics. He has authored and co-authored numerous publications, all of which can be found at williamtziemba.com.

1977

Thomas Jones, of Seattle, Wash., retired on December 31, 2014, after 37 years at the Foster School of Business at the University of Washington. He held the Boeing Professorship in Business Management and is one of the most frequently cited authors in both business ethics and stakeholder theory.



Thomas Jones, PhD 77

1981

Donald Smith, of Dover, Mass., writes, "The second edition of my book, *Bond Math: The Theory behind the Formulas*, published by Wiley Finance, 'dropped' in November 2014. I'm still teaching at Boston University School of Management."



Donald Smith, PhD 81, with rescue greyhound Dolce wearing a Patriots coat

1986

Cathy Goodwin, of Philadelphia, Pa., announces, "After many years as a marketing professor and researcher, I'm working online with small businesses that want to create a compelling online presence. I'm still teaching via webinars, online workshops, and speaking. I'm particularly passionate about saving business owners from schemes and scams when they

develop websites. My website is <http://cathygoodwin.com>. I got into this from marketing my first website, MidlifeCareerStrategy.com and my book on relocation, RelocationStrategy.com.

"For fun, I am a WNBA basketball fan. I've taken several improv classes and last year I started doing stand-up comedy at open mikes in Philly. Well, lots of experience teaching undergrads and it's not that different! I went on a cruise last summer to Italy, Croatia, and Greece. I live with two cats and a dog and do some volunteering (mostly online) for animal rescue."

1999

Jeffrey Bohn, of San Francisco, Calif., reports, "After many years of living in Tokyo, I am moving back to San Francisco to set up GXLabs for State Street Global Exchange, a new entity created within State Street focused on trading platforms, risk solutions, and advisory services. I have been promoted to chief science officer to oversee research and development in the areas of data science and risk analytics."

Executive Education

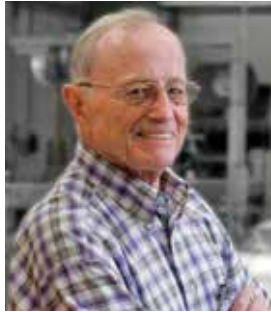
2009

Rajesh Shrestha of Phoenix was promoted to COO of Cigna Medical Group, Cigna Healthcare of Arizona, in October 2014. He is responsible for expanding and executing the group practice's operational strategy.

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haas.berkeley.edu/alumni/volunteer

IN MEMORIAM

Barclay Simpson, BS 43, Business Leader and Philanthropist



Barclay Simpson, BS 43, a larger-than-life figure in business, arts, government, and philanthropy—and a passionate supporter of Haas and Berkeley—passed away November 8 at the age of 93. Simpson stood enthusiastically for economic innovation and social progress, equity 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 and his wife, Sharon, have left an indelible legacy across the campus. You see it from the Simpson Center for Student-Athlete 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 281,000 donors. In addition to his campaign work, Simpson served two terms as board president at BAM/PFA and as a UC Berkeley Foundation trustee.

He also founded one of the world's most successful firms, Simpson Manufacturing, 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 underserved communities 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 its Business Leader of the Year in 2005. In 2013, he received the Berkeley Medal, the university's highest honor, for his leadership and many contributions to society.

Barc is survived by his wife, Sharon, seven children, six grandchildren, and four great-grandchildren.

Cecelia Michael, BS 34
Charles Newman, BS 37
John Keating, BS 39
Gregory Grossman, BS 41
Richard Croop, BS 42
George Pettygrove, BS 42
Hugh Steven, BS 42
Marina Kast, BS 43
Barclay Simpson, BS 43
Hancock Banning, BS 44
Mary Dee Karp, BS 44
Janet Beard, BS 46
Lee Halverstadt, BS 46, MBA 48
Corinne Tollini, BS 46
Robert Cutherell, BS 47
James Upp, BS 47
Norman Taylor, MBA 47
Robert Brorsen, BS 48
John Jacoby, BS 48
George Johnson, BS 48
Stanley Louie, BS 48
Dean Wright, BS 48
Paul Arenson, BS 49
Carol Auslen, BS 49
Edward Dermott, BS 49
Charles Nickles, BS 49, MBA 51

Arthur Benham, BS 50
Robert Cole, BS 50
Clay Petray, BS 50
Joseph Schwartz, BS 50
Neil Fulton, BS 51
Edgar Knox, BS 51
William Low, BS 51
Harold Warren, BS 51
Allan McKillop, PhD 51
Mike Azcona, BS 52, MBA 56
Douglas Hansen, BS 52
Richard Houston, BS 52
Albert Chan, BS 53
Duncan Curl, BS 54
Thomas Holmes, BS 54
Richard Armstrong, BS 55
Paul Jones, BS 55
Harold Romanowitz, MBA 56
Ronald Lamarre, BS 57
Andrew Barbera, BS 58
Paul Lipkin, BS 58
David Rosier, BS 58
Michel Vacheron, BS 60
Barry Silverman, BS 62, MBA 66
Robert Schultz, PhD 64

Richard Cutler, BS 65
Reynold Stelloh, BS 65
Robert Wueste, BS 65
Harold Cannell, MBA 65
Walter Guggenheimer, MBA 69
Robert Pomeroy, BS 73, MBA 74
Edgar Steele, MBA 73
Richard Harley, BS 74
Stephen Schlesselmann, BS 77
Timothy Dorr, BS 78
Justine Roberts, MBA 78
Mark Ausen, BS 80
William Cosgrove, MBA 82
David Salazar, MBA 83
Willy Eng, BS 93
John Cole, MBA 01
Ekaterina Matrosova, MFE 14
Barry Alexander Moores, BS 15
Cornelius Lyons, Friend
Nancy Muller, Friend
Betty Porter, Friend

Haas Personal View

Danae Ringelmann, MBA 08



Workforce Diversity

There has been a lot of talk in the technology community about what openness and inclusiveness mean in the workforce. While startups haven't been a part of the dialogue much to date, we should be. Diversity is an important conversation that all tech companies, large and small, should engage in as leaders in innovation.

If history repeats itself and startups account for 20 percent of all new jobs in the next five years (as we did in the last five) despite constituting only 3 percent of all companies, then one of the most impactful drivers of diversity progress in the workplace will come from new businesses, not existing ones.

Indiegogo entered the conversation with our first Diversity Report in July 2014. Below I share how we've worked to make diversity a catalyst to innovation. Whether you're a leader within a large company or a founder of the next big idea, I hope you find some helpful tips to be part of the change we all want to see.

Why Diversity Is Important

Simply put, diversity drives ROI. Morals and opinions aside, diversity in the workplace has been proven to increase productivity, fuel innovation, generate better project outcomes, improve employee retention (and reduce turnover costs), and deliver greater customer satisfaction—all of which lead to better business results.

For a company like Indiegogo—whose mission is to democratize access to capital by empowering all people to change the world through funding what matters to them—the importance of diversity goes deeper. We don't just need diversity to innovate and grow; we are absolutely dependent on diversity to achieve our long-term mission.

Indiegogo's customers are innovators, ideators, creators, and doers from all walks of life. Our open and inclusive approach to finance (i.e., allowing anyone a chance to raise money and make their dream happen rather than selecting which individuals get to use our platform) is the very piece of our business model that is disrupting finance. On Indiegogo, the people decide which ideas get financed, not individual financiers or financing organizations.

So far, we're 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 employee base 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

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.



Help others find their passions



Gail Maderis, BS 78 Biotech Executive

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 ethos to both do good and do well," says Gail. "I want my legacy to be helping Haas prepare future entrepreneurs to pursue their passions."

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