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at Cal Parents & Reunion Weekend

Saturday, Oct. 3 | Haas School of Business

There's something for everyone before the Cal Bears take on the Washington State Cougars:

Mexican fiesta tailgate party

Worldwide energy policy lecture with Professor Catherine Wolfram

Why Culture Matters panel discussion with Dean Lyons

Face painting

haas.berkeley.edu/alumni/homecoming

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

Berkeley Haas

Summer 2015

Question the Status Quo

Confidence Without Attitude

Students Always

Beyond Yourself

The Berkeley-Haas Defining Principles ripple far and wide

4 WOMEN OF SILICON VALLEY

From entrepreneurship to venture capital, Haas women have major influence

6 NEED FOR PRESTIGE

Is wanting high social status a fundamental human motive?

5 NETWORK POWER

Faculty and alumni win \$5M grant for energy-efficiency study

Question the Status Quo Confidence Without Attitude **Students Always** Beyond Yourself

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BerkeleyHaas

Summer 2015

FEATURES AND DEPARTMENTS *The Defining Principles Issue*



*In the five years since their inception, our Defining Principles have guided our curriculum, sparked inspiring student initiatives, attracted the attention of employers, and influenced the lives of alumni—proving that Berkeley-Haas culture runs deep. But that's just the beginning ... **page 8***

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Faculty and alumni win a \$5 million grant for a forward-looking new energy-efficiency study.

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BerkeleyHaas
Haas School of Business
University of California Berkeley

1 Alumni World Renown



Since its founding in 2002 by Patrick Awuah, MBA 99, Ghana's Ashesi University has expanded to a 100-acre hillside campus and graduated hundreds of students.

Joining Pope Francis, Bill and Melinda Gates, and Mark Zuckerberg, Berkeley-Haas' own **Patrick Awuah, MBA 99**, made *Fortune's* list of the world's 50 greatest leaders in 2015. Awuah founded Ghana-based Ashesi University, which has become a model for quality higher education in Africa. Students there cultivate critical thinking skills, a concern for others, and the courage to transform the African continent. Awuah also received one of UC Berkeley's most prestigious honors in the spring: the 2015 Elise and Walter A. Haas International Award. The accolade and its \$15,000 prize recognize an alum for distinguished service to his or her country.

3 Open Innovation Mining Fresh Ideas

How might a ride-sharing app like Uber work in Seoul, South Korea? That's the question Gunso Kim sought to answer during his time as a Garwood Innovation Fellow. Launched in January by the Garwood Center for Corporate Innovation at Berkeley-Haas, the program gave five fellows exposure to Berkeley research and interaction with Bay Area startup culture. MBA students helped Kim, the secretary general of the World e-Governments Organization of Cities and Local Governments, and other Garwood Fellows with their research. The fellows' findings—compiled in a case study, video, or research paper—will be used in the classroom by **Professor Henry Chesbrough, PhD 97**, Garwood Center director.



Visiting Dignitaries Climate for Opportunity

Former Vice President Al Gore urged nearly 400 Berkeley-Haas community members to redouble efforts to stop climate change and bring innovation to the marketplace at a spring Dean's Speaker Series event. "We are seeing the greatest business opportunity in the history of the world with the decarbonization of the economy," he said. Learn more and view the talk: haas.org/DSS-AlGore.



2 New Building Watch It Rise Track the progress of the new North Academic Building via our webcam: haas.org/NorthAcademicBuilding. Hit the play button for a time-lapse movie.

5 Faculty Hall of Famer

Brand guru David Aaker, widely considered the father of modern branding, was named to the New York American Marketing Association's 2015 Marketing Hall of Fame for his outstanding lifetime contributions to the field. Aaker, a Haas marketing professor emeritus, developed the Aaker Model, a brand identity tool used by hundreds of firms to build and strategically manage brands.



Prof. Emeritus David Aaker

6 Rankings Haas at the Top

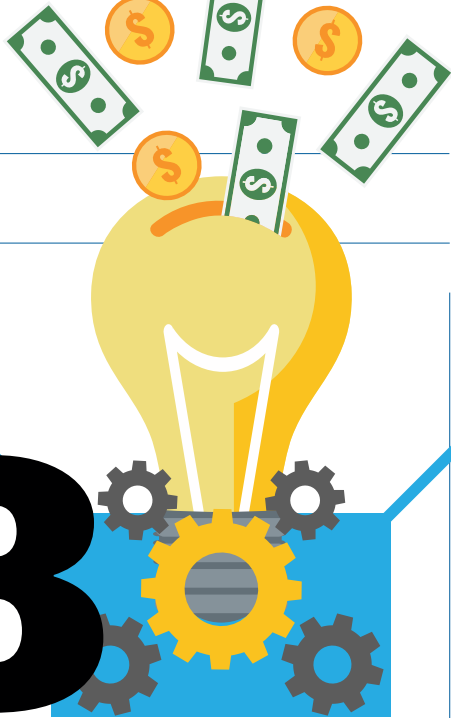
The Evening & Weekend MBA Program ranked #1 among part-time programs in the U.S. for the third year in a row in the annual U.S. News & World Report list. The Full-time Berkeley MBA Program ranked #7 for the eighth year. The Berkeley MBA for Executives remained at #9 in EMBA specialty rankings.



Katie Benintende and Nikita Mitchell, both MBA 15

MBA First-Class Grads

As if you needed proof, Haas grads are among the best on Earth. **Nikita Mitchell** and **Katie Benintende, both MBA 15**, were named to the *Poets and Quants* list of the World's Best & Brightest MBAs. Benintende was recognized for helping boost the percentage of women in the full-time MBA program to 43 percent, the highest nationwide. Mitchell served as class president and led award-winning diversity and inclusion initiatives for the Consortium for Graduate Study in Management. **Robert Ford, EMBA 15**, made the list of the 30 Best Executive MBAs.



8 Research CrowdBerkeley

Crowdfunding democratizes access to investors and funding, but what does that mean for finance? Enter CrowdBerkeley, a new campus partnership between Berkeley-Haas and the College of Engineering that positions UC Berkeley as a premier hub of education and research on all topics related to crowdfunding. Engineers at the Fung Institute for Engineering Leadership are aggregating databases from global crowdfunding platforms. Berkeley-Haas researchers in finance and social enterprise will use the data to study how crowdfunding is influencing traditional financial models and paving the way for new ventures. Crowdfunding models, both current and evolving, also appear in the MBA curriculum. For example, Adair Morse, Haas assistant professor and one of the leaders of CrowdBerkeley, teaches students how to raise equity without traditional investors and to understand the implications of new currencies such as Bitcoin.

9 Faculty High Praise

"Teaching doesn't feel like a job," says Assistant Professor Panos Patatoukas of the Haas Accounting Group. "It is my passion and hobby." Patatoukas, who teaches a Financial Information Analysis & Valuation course to evening and weekend MBA students, earned a spot on the *Poets & Quants* World's Best 40 Under 40 Business School Professors list for his research insights and teaching accomplishments. He also made the corresponding Top-10 B-Professors list of *Fortune* magazine.



Panos Patatoukas

Haas News

BY THE NUMBERS

Profile: EMBA Class of 2016

Berkeley MBA for Executives

69

Class size

12

Median years of work experience

36

Average age

30%

Percentage of women

32%

Percentage living outside the Bay Area (including Colorado, Idaho, Louisiana, New York, New Jersey, Texas, Mexico, and China, among others).

5

Pilots (helicopter, commercial, large aircrafts, and unmanned airplanes)

1

Former CIA employee fluent in four languages



Stanford Stickney, BS 15, and his brother Daniel

Dynamic Duo

New alum and brother help develop technology for those with special needs

Recent Haas grad **Stanford Stickney, BS 15**, and his younger brother, Daniel, are quite the dynamic duo. Daniel, 21, has cerebral palsy and is visually impaired, and Stanford has always sought opportunities to expand Daniel's potential. Together, they collaborated with the team that won the Big Ideas@Berkeley prize in May in the "Information Technology for Society" category.

Led by UC Berkeley undergrads Tomás Vega and Pierre Karashchuk with Stephen Frey, Kelly Peng, and John Naulty, the team won first place for creating an open-source, helmet-like device that allows thoughts to control a wheelchair. Stanford lent his business development skills as a team member, and Daniel tested the technology and provided feedback. Daniel currently measures 40 percent accuracy with the brain-computer interface in controlling his chair's functions. "Learning to use the device is like learning a new language," Stanford says. "As Daniel gets more proficient, it gets easier."



What happens when **Scott Adams, MBA 86**, visits Berkeley's startup accelerator SkyDeck? He gets inspired. Also, check out Adams' Berkeley Startups Review blog: scottadams-startupreview.tumblr.com.

Big Data Deal

Haas and Accenture create curriculum

Berkeley-Haas Lecturer Greg La Blanc believes that big data might be the most significant change to hit the business world since the Industrial Revolution. "The only way for MBAs to really learn how to handle big data is to actually work with it and to interact with engineers and data scientists," he says.

To that end, Haas has collaborated with Accenture to create new classes and a lecture series on big data. The relationship was sparked by Haas alum **Marina Gracías, BS 80, MBA 99**, managing director of financial services at Accenture. This spring, La Blanc taught Data Science/Data Strategy to grad students from Haas and across campus.

The class covered the role of data science in retail and supply chain management and offered frank discussions with leaders from Facebook, Cloudera, Safeway, Wells Fargo, Walmart Labs, and BlackRock. Haas will add a data analytics course this fall, crafted with Accenture.

Founders Unite

Alumna aims to upset Stanford



Rebecca Lynn, MBA/JD 08

When it comes to undergrad programs producing VC-backed founders, Stanford and UC Berkeley are #1 and #2 respectively. According to research firm PitchBook, Berkeley raised \$2.4 billion between 2009 and 2014, and Stanford raised \$3.5 billion.

That doesn't sit well with alumna **Rebecca Lynn, MBA/JD 08**, general partner at Canvas Venture Fund. In April, she helped gather 150 fellow Cal alumni for a rally of sorts to support emerging Berkeley-Haas entrepreneurs. "We have a challenge ... to make Berkeley the number one school for entrepreneurship in the very near future," Lynn said, per the *San Francisco Business Times*. "That gap is not that big. I think we can take 'em."

Valley Women

Three alumnae honored for Silicon Valley work

Anita Gardyne, BA 86 (Economics), MBA 88, is on a roll. In May, Oneva, the company she co-founded with her husband, won best startup of Silicon Valley at the 2015 Startup Conference in Redwood City. Oneva is a concierge care service delivering trained, certified caregivers and service providers—all of whom have passed FBI background checks—to clients in the Bay Area. Gardyne competed with more than a hundred others for the award. That same month, Oneva was among 45 companies participating in Office Hours, an invitation-only event at the annual meeting of the National Venture Capital Association, marking it as a rising star in the entrepreneurship world. And, Gardyne was a Push Tech 2020 pitch competition finalist.

"It's a great time to be a female entrepreneur," Gardyne says. "I continue to meet fabulous people who are willing to jump in and help, men and women who seek to enhance the diversity of Silicon Valley and are leading the change."

Two other alumnae were also lauded for their work by making the Silicon Valley Women of Influence list published by the *Silicon Valley Business Journal*: **Anne Kennedy, MBA 91**, operating principal at Keller Williams Realty, and **Kira Makagon, BA 84 (Computer Science), MBA 96**, executive VP of innovation at RingCentral.

Anita Gardyne, MBA 88/Photo courtesy the Startup Conference



CONNECTIONS

Network Power

Faculty and alumni win \$5M energy-efficiency grant

When **Boaz Ur, MBA 09**, began working on business development for Lightapp Technologies, an Israeli startup focused on energy efficiency for industrial facilities, he reached out to his former professor, Catherine Wolfram, about a possible collaboration. It was good timing. Wolfram was looking to design a real-world study for the E2e Project, an energy-efficiency research initiative she leads with MIT and the University of Chicago. She needed a big-data scenario to investigate what motivates businesses to conserve, and Lightapp's software, which gathers and analyzes data from low-cost sensors deployed throughout a factory, would provide it. They collaborated with members of the Haas alumni network (see below) to write a research proposal that won a \$5 million grant from the California Energy Commission this spring. The funds will be used to test whether advanced energy monitoring at 100 California factories saves them money and reduces their emissions.



"We were exploring uncharted territory in the Industrial Internet of Things, and I realized that there was great potential to cooperate with Berkeley-Haas. ... With this research we expect that California (and the rest of the world) will have a whole new set of tools to save energy and costs for manufacturing facilities."

Boaz Ur, MBA 09, VP of business development & partnerships, Lightapp Technologies

"When Catherine called me to explain the project, I was immediately interested in convincing my company to participate. It was an easy sell because the goals of energy efficiency make good business sense."

Sean Lavery, MBA 09, former senior resident brewmaster, Anheuser-Busch L.A. Brewery, who helped secure the brewery as a test site



PG&E energy efficiency leaders provided critical input to the project team.



Karen Zelmar, MBA 99, director of energy efficiency programs

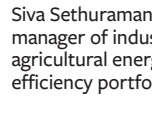


Mangesh Basarkar, MBA 13, manager of emerging technologies & portfolio optimizations



"Our alumni are real leaders on energy efficiency. It's great to be able to put the Haas network to such good use."

Prof. Catherine Wolfram, faculty director of the E2e Project



Siva Sethuraman, MBA 12, manager of industrial & agricultural energy efficiency portfolio

Power of Haas Ideas



Sat., Oct. 3: Prof. Catherine Wolfram speaks at homecoming about energy policy in the U.S. and around the world.

STATUS AND WELL-BEING Professor Cameron Anderson

The Need for Prestige

Everyone desires high social status, Prof. Cameron Anderson finds

The question of whether it's human nature to want reputation or prestige in one's social circle, profession, or society has been debated by scholars for decades. Berkeley-Haas Professor Cameron Anderson sought—and found—a definitive answer.

In "Is the Desire for Status a Fundamental Human Motive? A Review of the Empirical Literature," published in the May issue of *Psychological Bulletin*, Anderson and Berkeley-Haas PhD candidates John Angus D. Hildreth and Laura Howland reviewed hundreds of studies and found that status is something all people crave and covet—even if they don't realize it.

Anderson says status influences how people think and behave. "Establishing that desire for status is a fundamental human motive matters because status differences can be demoralizing," says Anderson. "Whenever you don't feel valued by others it hurts, and the lack of status hurts more people than we think."

Anderson and his team looked at studies dating back more than 70 years. They differentiated between status and "related constructs such as power and financial success" by defining status as comprising three components: respect or admiration, voluntary deference by others, and social value. Social value (also known as prestige) is bestowed upon individuals whose advice is sought by others. Prestige can also be measured by how much others defer to an individual.

Four criteria determined whether the desire for status is fundamental.

- 1. Well-being and health:** The attainment of status must contribute to long-term psychological and physical health.
- 2. Activities:** The desire for status must drive goal-oriented behavior aimed at attaining and maintaining status, a preference for select social environments, and a strong reaction when others perceive them as lacking status.
- 3. Status for status's sake:** The motivation for status is not dependent on other motives.
- 4. Universality:** The desire for status must operate and extend over many types of cultures, genders, ages, and personalities.

The strongest test of the hypothesis is whether the possession of low status harms health. The studies reviewed showed that people who had low status in their communities, peer groups, or workplaces suffered more from depression, chronic anxiety, and even cardiovascular disease. Individuals who fell lower on the status hierarchy, or what the authors call the "community ladder," felt less respected and valued and more ignored by others.

Anderson hopes the study's results influence future research including but not limited to management literature. "The desire for status can drive all kinds of actions, ranging from aggression and violence, to altruism and generosity, to conservation behavior that benefits the environment. The more we understand this basic driver, the more we can harness it to guide people's decisions and actions to more productive paths." —Pamela Tom



ILLUSTRATION BY KEN ORVIDAS

Working for the Woman

Female managers do not reduce the gender wage gap, study finds



Asst. Prof. Sameer B. Srivastava

Working women are "leaning in" and supporting more females in leadership roles, but a new study finds that having a female manager doesn't necessarily equate to higher salaries for female employees. In fact, women can sometimes take an earnings hit relative to male colleagues when they work for a female manager.

In "Agents of Change or Cogs in the Machine? Re-examining the Influence of Female Managers on the Gender Wage Gap" (*American Journal of Sociology*, May 2015), Haas Assistant Professor Sameer B. Srivastava and doctoral student Eliot L. Sherman examined how the salaries of both male and female employees changed when they switched and reported to a manager of a different gender.

Whereas most previous research has suggested that female managers are "agents of change" who act in ways that reduce the gender wage gap, this study found no support for this assertion. In fact, a subset of switchers—low-performing women who switched to working for a high-performing

female supervisor—fared worse financially than their male colleagues making a comparable switch.

According to Srivastava, this effect can occur when people see themselves as part of a valuable group but worry that others won't see them that way. "A high-performing woman might, for example, worry about being devalued because of her association with a low-performing female subordinate," he explains. "This might lead her to undervalue the subordinate's contributions."

Srivastava and Sherman analyzed 1,701 full-time U.S. employees working for a leading firm in the information services industry between 2005 and 2009. They looked at salary, reporting structure, annual performance evaluations, and demographic information. The average age of employees was 43, average length of employment was 8.85 years, and merit increases ranged from 3 to 5 percent.

The authors concluded that it may be wishful thinking to assume that the gender wage gap will automatically close as more women take management positions. For fundamental change to occur, they argue, the increasing number of women managers must be matched by an organizational culture that is keen on gender equality, fostering initiatives to reduce tokenism and encouraging women to positively identify with their gender in the workplace. —Pamela Tom

Real-Time Policy

Data from online financial sites can improve policymaking



Prof. Steve Tadelis

Measuring the nation's economic health has long been a slow, costly, and imprecise exercise, but UC Berkeley researchers have helped develop a new way to measure real-time consumer behavior that could vastly improve economic policymaking.

Haas Professor of Economics Steve Tadelis, Berkeley Economics Professor Sachar Kariv, and researchers from the University of Michigan and Arizona State University examined more than 61 million transactions over 10 months of some 75,000 randomly selected users of the free mobile payments app Check.

They found that on average, an individual's total spending actually rises substantially above their average daily spending the day a paycheck or Social Security check arrives and stays high for at least another four days. But that pattern occurs primarily with those constrained in their ability to borrow or by the interest rates they have to pay.

The researchers concluded that leaders considering how and when to stimulate the economy can do a better job choosing policies that match more exactly how individuals will respond. —Kathleen Maclay

Question the Status Quo

Confidence Without Attitude

THE RIPPLE EFFECT OF

Culture

The Berkeley-Haas Defining Principles
spread far and wide

Students Always

Beyond Yourself

BY RICH LYONS, DEAN OF BERKELEY-HAAS

Leaders set culture. That's what a Haas board member said at my first board meeting as dean in 2008. We took his advice to heart, and in 2010, after an extensive process involving input from alumni, students, faculty, and staff, we codified the culture of Berkeley-Haas—which had been latent in the school for generations—by launching our **Defining Principles: Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself.**

Now, five years in, it's important to reflect on this initiative. How has it affected our community and reputation? What's next? Deep commitment to culture is a long-cycle project. We focused initially on awareness and admissions—for example, screening for MBA students, and now even undergrads, who fit our culture. We promoted the Defining Principles to alumni with the goal of 70 percent awareness among graduates of the past 10 years by 2014. We reached 73 percent a year early, in 2013, and are aiming at awareness above 80 percent for all our alumni in time.

We've also provided staff with concrete examples for infusing the Defining Principles into their work. For example, how can they respectfully Question the Status Quo by saying, "Is there a better way to do this?" Staff are now asking the kinds of questions that we encourage from students.

In five years, our Defining Principles have become a source of competitive advantage as well as pride and engagement. They differentiate Berkeley-Haas from other prestigious business schools, allowing us to attract more top students who appreciate our culture. That's a bold step—we understand Berkeley-Haas is not the right fit for every student—but we don't disappoint those who come here.

Our culture also serves as a networking strategy: you can vouch professionally for a fellow alum you've never met because you know what he or she stands for. The school and society are stronger for our Defining Principles.

Perhaps some of the most rewarding moments come from third-party validation. Venture capitalists tell me our Defining Principles describe the kinds of people they like to fund. Recruiters

tell me that when they hire for senior positions, it comes down to culture fit over skills nearly every time. Clients of our short executive programs tell me they chose us for culture fit, which they didn't see among peer schools. Our culture makes these outside audiences think differently about Berkeley-Haas' talent, sending ripples beyond what we initially intended.

But culture in and of itself isn't enough. It needs to serve a greater goal. For us, that aspiration is using our Defining Principles to influence leaders addressing society's big opportunities and challenges. All top business schools produce leaders. But what kind of leader? That's the differentiator.

Board Member John Riccitiello, BS 81, former CEO of Electronic Arts, has said to me, "The Defining Principles are the distillation of what a great leader is." And he's right. We're about 70 percent there to linking culture to a sharp leadership brand—a profile that together we can stand behind as a school.

When I started as dean of Berkeley-Haas, board member Margo Alexander, BS 68, the retired chair and CEO of UBS Global Asset Management, told me my role includes serving as "chief purpose officer," to remind people of the magic that happens here. Every day I hear of another ripple created by our culture, and you'll read about many of them on the following pages. That's part of the Berkeley-Haas magic. We create that together. I can't wait to see the impact our culture will have over the next five years.

Rich Lyons, BS 82
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Berkeley-Haas Culture Runs Deep

The Defining Principles resonate throughout our school. They build community, enrich learning, inspire groundbreaking initiatives, and produce the kinds of leaders our recruiters want.

Why Berkeley-Haas Culture Thrives

Culture expert and Haas Professor Jenny Chatman explains



The Defining Principles, which started as a way to articulate a distinctive Berkeley-Haas brand aimed at prospective students and recruiters, tapped into the source of pride among all members of the community.

“It’s rare that a culture would take hold this completely, this quickly,” says Prof. Jenny Chatman, PhD

88, an expert on organizational culture who helped Dean Lyons develop Haas’ initiative. “I knew it would give us leverage externally, but I’ve been impressed by how it’s taken such a strong hold, particularly among our students, giving them an identity that is meaningful.”

Chatman has analyzed the relationship between culture and performance in hundreds of organizations and found that three key elements are needed to deeply embed a culture: relevance, authenticity, and flexibility. Here, Chatman explains how these elements apply to Berkeley-Haas and our Defining Principles.

Relevance. The behaviors you’re promoting must connect with your organization’s goals.

“If these four Defining Principles didn’t help our students prioritize their behaviors to be successful, they wouldn’t be useful. . . . I see students using them to identify and distinguish themselves as Haas students compared to Business School X.

“The Defining Principles also lengthen and intensify our connections with our alumni. There are so many ways they help and support us, and this gives us a language and set of attributes to connect with them.”

Authenticity. People need to see you following up with real practices, not empty language.

“We are selecting students based on these qualities, and they are also self-selecting. . . . If they didn’t come in understanding the Defining Principles as well as they might have, then they certainly understand them by the time they leave. We’re seeing people transform.”

Flexibility. Cultural norms must adapt over time.

Chatman found that companies with cultures that are both strong *and* adaptive reap the biggest financial returns. Interestingly, the worst performers aren’t firms with persistently weak cultures—they’re companies with strong, rigid cultures.

“Haas will have to continually update and clarify the behaviors associated with the Defining Principles. That said, the dean defined these in a way that’s pretty lasting. When one of your principles is Question the Status Quo, it’s built in.”

Teaching the Defining Principles Builds Stronger Leaders

Students are admitted to Berkeley-Haas based on how they exemplify the Defining Principles, and Haas culture is reinforced once they matriculate. The Teams@Haas curriculum, which was developed using the Defining Principles in concert with scientific research, teaches MBA students how to lead within teams and drive innovation.

For example, students learn how to have the Confidence Without Attitude to share ideas with conviction but also be receptive to the suggestions of others. Or how to foster a dynamic of Students Always, creating space to debate and integrate feedback that optimizes the collective wisdom of the group.

“The Defining Principles are critical in cultivating a team climate that encourages balanced communication, a safe environment for risk-taking, and effective coordination—key collaborative dynamics needed for teams to produce innovative and creative joint outcomes,” says Lecturer Brandi Pearce, PhD,

who spearheaded Teams@Haas. The curriculum, now in its second full year, is woven throughout the core full-time MBA program, from orientation to study groups to projects with outside clients in experiential learning courses.

Along the way, students receive guidance from professional development coaches who help them practice questioning the status quo so they don’t merely discuss ideas that support their biases. Or how to go beyond themselves to cultivate empathetic behavior that encourages the interpersonal risk-taking needed to realize the team’s potential.

“Over time, students become independent in using the tools and leading teams,” says Pearce. “Collaboration is more than a buzzword—it involves a specific skill set that can be taught.” And given that much of the work done in organizations today is via teams, the curriculum makes students valuable to employers.

Lecturer Brandi Pearce with Alvaro Sanchez-Apellaniz and Leonardo Moraes, MBA 15s, in the Innovation Lab



Gender equity advocates Ryann Kopacka, MBA 16; Jesse Silberberg, Catherine Andresen, and Katie Benintende, all MBA 15; and Haas Adjunct Assoc. Prof. Kellie McElhaney.



Principles Drive Gender Equity at Haas

The Defining Principle Confidence Without Attitude drew Katie Benintende, MBA 15, to Haas. “When I arrived, I realized that wasn’t just marketing material, that Haasies really are a unique bunch of business students,” she says. “And the lack of attitude helped give me more confidence in my academic and extracurricular endeavors.”

One of those endeavors focused on gender. “My female classmates were the most impressive, driven group of women I’d ever been around,” Benintende says. The trouble was, there weren’t enough of them. The full-time MBA Class of 2015 was 29 percent women, down from 32 percent the year prior. So Benintende, along with female and male classmates, set out to make Berkeley-Haas a leader in gender equality.

Working with admissions staff, they reached out to newly admitted women by enlisting female faculty, senior administrators, and high-profile alumnae to make personal calls and hold on- and off-campus events.

Their efforts succeeded in a big way, with a record 43 percent women in the full-time MBA Class of 2016—a nearly 50 percent leap from the previous year and the highest among top 10 business schools nationwide.

“We will never be the same business school as a result of these students who questioned the status quo,” says Dean Rich Lyons. “They started questioning, and they saw it through.”

Adjunct Assoc. Prof. Kellie McElhaney championed the project along the way and helped the students design an independent study to conduct research and determine other courses of action. In Spring 2015, MBAs launched the Haas Gender Equity Initiative, focused on academics, student culture, and admissions. “Our goal is to institutionalize this work,” says Sydney Thomas, MBA 16. “We have seen how receptive to change everyone is, at all levels of Haas. I don’t think we would have gotten this far, this fast, without that.”

Berkeley-Haas Culture Stands Out Among Employers

Dean Lyons and career services staff meet frequently with recruiters to ensure that Berkeley-Haas grads learn the skills that will set them apart from other MBAs. Though evidence is anecdotal, they often hear that Haas culture is a differentiator. “Many MBA recruiters say that the Defining Principles are the values they are looking for in new hires,” says Julia Min Hwang, the assistant dean of MBA Career Management Group and corporate engagement. “The embodiment of these principles help our students to stand out in the interview process and to succeed in their respective roles.”

Here, a sampling of recruiters who say that the Defining Principles line up with what they’re looking for in top candidates.

Culture Foreshadows Success

“Not only are the Defining Principles a great fit with Deloitte’s values, they connect almost perfectly. Haas alums come in with a shared sense of cultural expectations, and they are very successful in terms of tenure, promotion, performance ratings—all as a function of cultural compatibility.”



ROB JACOBY, MBA 04, PRINCIPAL, DELOITTE CONSULTING, LEADING THE HAAS MBA RECRUITING EFFORTS



SUSAN HOLLINGSHEAD, CHIEF ADMINISTRATIVE AND PEOPLE OFFICER, SUNGEVITY, BAY AREA SOLAR ENERGY COMPANY

Recruiters Eye the Haas Edge

“We’ve had a 100 percent success rate with Haas students and grads so we decided to focus our recruiting effort on Haas. Haasies have a roll-up-your-sleeves attitude we don’t see from all B-school grads. They have an appropriate confidence needed for true leadership, strong backgrounds, and know the field well and can lead through that knowledge.”

Leaders Have Strong Principles

“[Haas culture] is a great fit for our leadership development program. We hire leaders out of the best business schools in the world. Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself really show up well in the Haas candidates and personally make me proud to be associated with the Berkeley-Haas community.”



CORY WILTBANK, MBA 10, SENIOR HR MANAGER, GLOBAL LEADERSHIP AND LEARNING, ACCELERATED LEADERSHIP PROGRAM, INTEL

Ripple Effect

The ripple effect of culture is subtle, but it can have a big impact. Here, some examples of alumni and friends of Haas whose appreciation of the Defining Principles created new opportunities for others—from Berkeley to Perth.

Grads Agree: Haas Embodies Its Culture

Exit poll data from 2015 full-time MBAs

89%

feel that the culture as described by the Defining Principles was what they expected it to be

92%

feel their classmates display Confidence Without Attitude



Confidence Without Attitude

Spurring Energy Innovation Down Under

While at Haas, Australian native **Toby Gardner, MBA 10**, studied entrepreneurship, sustainable technologies, and new venture finance. He returned to Australia to work as associate director at KPMG in Perth, focusing on M&A.

Gardner noticed Australia's energy sector struggling to adjust to a new world of declining commodity prices and sought a solution—in his spare time. The result was Energise, a startup accelerator designed to link corporate clients with entrepreneurs solving energy-related problems. Having never run an accelerator, Gardner asked alumni—including **Gary Coover, Eric Kuhn, Adam Lorimer, and Rohan Thompson, MBA 10s; Jarom Feriante, MBA 12; and Mira Inbar, MBA 09**—for advice. They helped

create the program and serve as volunteer mentors.

It wasn't easy getting buy-in from KPMG and its large corporate clients—in Australia, entrepreneurial mindsets are not as ingrained as in Silicon Valley. But Gardner succeeded largely on his certainty that Energise would spur innovation and benefit all involved. "I have confidence in myself and in my education," Gardner says. "I relied on my Berkeley brand and fellow alumni. While we don't have all the answers yet, we'll find them."

Energise, which launched in July 2015, is now one of the largest accelerators in Asia-Pacific, with 100 mentors and 14 supporting companies, including global brands BHP Billiton and Shell Petroleum. KPMG is now considering rolling out similar accelerators worldwide in sectors such as healthcare or financial technology.

Students Always

What's in Your Wallet

After Berkeley-Haas launched its Defining Principles, **Greg Patterson, MBA 00**, suggested they be distributed to the community via a keepsake item.

The culture card was born and handed out at all Haas and alumni chapter events. The latest iteration is made from sustainable wood.

Dean Lyons and staff also give them to business leaders they meet.

These leaders—even ones who aren't alumni—find themselves inspired by our Defining Principles. During a Dean's Speaker Series lecture in 2013, Bill Hambrecht, chairman of W.R. Hambrecht + Co., pulled the Defining Principles card out of his jacket pocket and said: "I look at it every now and then to remind myself that this is the way you're supposed to make decisions."



Question the Status Quo

Haas Culture Transforms Urban Planners

When Haas began discussing its campus transformation, **William Riggs, PhD 11** (Environmental Design), served as UC Berkeley's lead planner for the project. Haas was preparing for a range of improvements: a renovated courtyard, air-conditioned classrooms, an Innovation Lab, and a new building (currently under construction).

Dean Lyons impressed upon Riggs that any enhancements to the Haas campus must reflect our Defining Principles.

Haas culture left an impression on Riggs, one that continued beyond Berkeley. When he became an assistant professor at Cal Poly, Riggs revamped a required graduate course for city planning and public policy students to focus on management instead of government permit processes. The course is structured around the Defining Principles. "I want to create professionals who work in cities who are risk takers and who Question the Status Quo," he says.

Riggs also spread the word about the Defining Principles in print, penning an article for Cal Poly's *Focus: The Journal of Planning Practice & Education* called "Lessons in Leading: Developing a Culture of Innovation in Public Sector Planning and Governance." He adapted this for a column in *Planning*, the magazine of the American Planning Association.

Students living in orphanages in Vietnam learned coding and design thinking thanks to Team4Tech—co-founded by Julie Clugage, MBA 02—and its collaboration with Orphan Impact.



Beyond Yourself Propels Alumni-Founded Companies

Many students and alumni start companies with social impact. Here is just a small sample.

Back to the Roots | Nikhil Arora and Alejandro Velez, BS 09s, co-founders

Sustainable ready-to-grow and ready-to-eat products

Fair Trade USA | Paul Rice, MBA 96, founder, president, and CEO

The leading third-party certifier of Fair Trade products in North America

Jacaranda Health | Nick Pearson, MBA 08, founder and executive director

Transforming maternity care in Africa

Pact Apparel | Jeff Denby and Jason Kibbey, MBA 08s, co-founders

Underwear, socks, and clothing made with sustainable Fair Trade cotton in sweatshop-free conditions

Revolution Foods | Kirsten Saenz Tobey and Kristin Groos Richmond, MBA 06s, co-founders

Healthy, fresh, real food for schools and families nationwide

Team4Tech | Julie Clugage, MBA 02, co-founder and executive director

Improving education in developing countries through innovative technology solutions

Beyond Yourself

Championing A Diverse Pool of Leaders

Nikita Mitchell, MBA 15, was the first African-American woman elected to serve as president of a Full-time Berkeley MBA class. She was also elected as a liaison for the Consortium for Graduate Study of Management (CGSM), the country's largest and oldest business diversity organization.

Mitchell, along with co-liaisons **Kory Vargas Caro** and **Dan Wong, both MBA 15**, organized professional treks and other community-building events to make Haas stand out among 16 other CGSM business schools. They also took an active role in admissions to increase minority students at Haas.

Because of their efforts, Berkeley-Haas won CGSM's highest honor for the first time in school history. Haas was also awarded \$10,000 to continue diversity and inclusion initiatives—the first time CGSM has ever provided financial support for any winner.

What's more, the Berkeley-Haas Class of 2016 had the largest ever number of Consortium fellows, ensuring Berkeley-Haas educates a diverse pool of leaders.



Consortium students from the Classes of 2015 and 2016

Your **Haas** Network

CONFIDENCE WITHOUT ATTITUDE

Let Them Eat Caviar

Serial entrepreneur turns his passion for food into big business

Jason Wang, BS 09

Co-founder & CEO, Caviar
San Francisco

When it comes to startups, Jason Wang has a way of falling into successful endeavors. In middle school, an anime fan website he built for fun became so popular he earned \$30 a day through Internet ads. A hobby creating mobile phone apps, which he started as a recent grad working at Google in Silicon Valley, turned into a profitable side business.

His later ventures have only increased in scale. Wang and his Pi Alpha Phi fraternity brothers Andy Zhang, Richard Din, and Shawn Tsao co-founded two of the most popular food apps: Munch On Me, a daily deals platform they sold to CollegeBudget in 2012, and Caviar, a food delivery service that became profitable in the first six months. They sold Caviar to Square last year for more than \$100 million.

The genesis for Caviar came when Wang and his colleagues were working in San Francisco's financial district and craving lunch from Ike's Sandwiches in the Castro.

"We called and asked if they could deliver, offered to pay \$10, and they said they couldn't do it," Wang says. "It took two-and-a-half hours to get some sandwiches and come back." Research revealed that none of the restaurants they liked offered delivery. Wang and his friends saw this as an opportunity to help small businesses grow—and to satisfy their cravings.

They began Caviar in 2012 in San Francisco with just five founders. "You need to find a team of people who want to tackle an idea with the same passion as you," Wang says. "Haas is the right place to do it because you find a lot of hungry, motivated students there." Caviar service is now available in 15 metropolitan areas, including Boston, New York, Chicago, Los Angeles, Seattle, and Washington, D.C.

"At Haas, I learned how to work in a team, how to get people to buy into an idea, and how to manage a project, in addition to the core skills of finance, accounting, and budgeting," says Wang. "It's especially important in the early days of a startup when you don't have a dedicated staff to do these things."

Customers order meals via the app—aided by the professional photography supplied by Caviar. A fleet of Caviar-contracted couriers then delivers the orders within an hour or at a prearranged time. The app also tracks the progress of drivers. A variety of restaurants—most that are wildly popular with customers—use the service.

"I eat out a lot and my tastes are all over the map," says Wang. "Anything from one dollar street tacos to fine dining. When I can't think of what to get, I use Caviar to help me decide."

Wang's passion for food also extends to a blog he started in 2012 to uncover local culinary gems, *City Foodsters*. The site grew to 30,000 unique readers within the first year and some of its photography has been displayed on *Food Porn Daily*, *Food Gawker*, and elsewhere. —Mike Rosen



Jason Wang, BS 09, co-founded Caviar, which sold to Square last year for more than \$100 million.

Uniting Disparate Worlds

Laura E. Flores, MBA 95
Panama's Ambassador to the U.N.
New York City



Laura Flores, appointed last August to a five-year post as Ambassador, Permanent Representative of Panama to the United Nations, admits to being a bit of a nerd. Twenty years post-MBA, says Flores, "I still carry around my books and papers from Haas." The school's wallet-size culture card, too: "It's my security blanket," she jokes. "Students Always."

Raised in Panama, Flores, 47, always planned to "work for the greater good of the world" like her grandfather, a member of Panama's first delegation to the U.N. in New York, in 1946. After graduating from Brown, she launched a career in development before making the "odd-ball" move of pursuing an MBA. "I wanted to learn the efficiencies of the corporate world—the results orientation, the bottom-line approach—and import that knowledge into my public-interest career," she says. Flores went on to serve as Panama's first vice minister of foreign trade and headed the country's office for the United Nations Population Fund until last year.

Driven by a passion for "providing that bridge between multiple stakehold-

ers, making sure one side understands the other," Flores says her current mandate is to solidify Panama's longtime role as a "convener, mediator, and facilitator," as well as represent the thriving nation's complex interests as it transitions into a net-contributing country. Less than a year into the job, she's already helped shape global events like the unprecedented April 2015 meeting between President Obama and Cuban president Raúl Castro.

The divorced parent of a seven-year-old son, Flores says she's a typical single mom, juggling motherhood and career. But true to form, she recently began bridging those disparate worlds as well, co-founding the Ambassadors Kids Club, a networking space that brings together U.N. ambassadors around play dates for their kids. Not by accident, the innovation also aligns perfectly with the U.N. mission. After all, says Flores, "We are working for the children and their future." —AS

Leading the Leaders

Brian S. Cohen, BS 81
Operating Partner,
Altamont Capital Partners
Palo Alto, Calif.



Shortly after Brian Cohen joined the Young Presidents' Organization (YPO), a friend suggested he attend YPO's executive

education program at the Harvard Business School. YPO, and its counterpart for older executives, the World Presidents' Organization (WPO), is a network of 22,000 CEOs in over 125 countries where CEOs can learn and grow through idea exchange. Cohen was skeptical. "I already went to business school," he recalls saying. "What do I need this for?"

Then president of the financial services division at Farmers Insurance Group, Cohen soon found camaraderie and practical help for problems at his own company. Fourteen years later, Cohen is still a member, having chaired the Harvard program for the last seven. Now, he's launching the YPO-WPO Berkeley Presidents' Program.

"Berkeley made me set my sights so much higher by questioning the status quo," Cohen says. "Now I want to expose YPO to the Berkeley experience."

Cohen likens his work to running a startup. "The Harvard program is very traditional," says Cohen. "This one will be much more holistic. It will go beyond marketing or sales or branding to exposing participants to ideas and practices they might otherwise have never been exposed to."

The inaugural YPO-WPO Berkeley Presidents' program is planned for November, with Haas Professor Toby Stuart as faculty chair. YPO members will attend lectures and workshops led by UC Berkeley faculty and Bay Area business leaders—and meet students.

"It's always stimulating to converse with students," says Cohen. "You always learn something." —MR

Your **Haas** Network

Joy of the Turnaround

Joy Chen, BS 87
Chairman and CEO,
H2O Plus, Chicago



As an undergrad working her way through Cal in the '80s, Joy Chen felt drawn to retail jobs but was wary of squandering her wages on the merchandise. So she accepted a position at a maternity clothing store.

That kind of logical yet out-of-the-box thinking has earned Chen a reputation as a turnaround leader. Her latest endeavor: the natural skincare company H2O Plus, of which Chen was named chairman and CEO in February 2015. Her goal is to revitalize a "sleepy brand that has not been profitable in several years," she says.

It's a challenge she's familiar with. Chen, a longtime San Francisco resident who capped off her Haas bachelor's degree with a Harvard MBA, resigned from a 17-year marketing and management career at Clorox Company for the irresistible challenge of "fixing" the floundering natural beauty startup Yes To. "I like to do things I've never done before," she says.

In five years as CEO, she quadrupled Yes To's annual revenues to \$50 million, transforming the unprofitable company

into a mainstream brand and engaging customers through social media campaigns to say "Yes To" life challenges. She also built a diverse, female-positive team that bonded over events like Friday meetings with wine and celebrations of Women's History Month.

Chen, who serves on the boards of the female-founded startups 18 Rabbits and 479° brings her zeal for supporting and mentoring other women to H2O Plus. "I'm not just passionate about business," she says. "I am really passionate about opportunities for women. I use my title very often as an example of how women can realize what they want if they just put their minds to it." —AS

Primed for Change

Paul Holland, MBA 90
General Partner,
Foundation Capital,
Menlo Park, Calif.



Paul Holland wouldn't be the venture capital wizard he is today if he hadn't taken an entrepreneurship course at Haas.

"I discovered a passion I didn't know I had," he says. "I was struck that a person could come from a lower-middle-class background and start a business that could put them on par with anyone else in the business world. If I hadn't taken that course,

I wouldn't have accepted the job that launched me on the startup path, which then led to venture capital."

Holland grew up in southern Virginia, where his traditional family has been "either farmers or bureaucrats" for more than 300 years. Post-college, Holland expected a career in public administration. But at the invitation of his girlfriend—now his wife—he moved to California in 1985 to work for Stanford Research Institute (SRI) International.

"The way I was raised primed me for change," says Holland. "Friends I grew up with wanted to join the same country club their parents belonged to, but I wanted something different."

SRI proved to be a kind of graduate school primer for Holland in that it combined business and technology. After a few years, he enrolled in Berkeley's evening MBA program to better understand economics.

The rest, as they say, is history. After leaving SRI, Holland helped take public Pure Software and Kana Communications (now known as Kana Software). During his tenure at these two firms, their market value increased from \$2 million to over \$1 billion and from less than \$10 million to more than \$8 billion, respectively. In 2001 he joined Foundation Capital, where his investments have included Hegg, MobileIron, Coverity, SpoonRocket, and Kik.

"I believe there's an entrepreneurial gene and that some of us exercise it more than others," he says. "I want to help people get a chance to do that." —KMY



At Google, Jennifer Kurkoski, MS 05, PhD 10, bridges the gap between the ivory tower of academia and the marketplace.

PHOTO BY KARL NIELSEN

QUESTION THE STATUS QUO

Bridge to Academia

Alumna uses academic research to inform HR decisions at Google

Jennifer Kurkoski, MS 05, PhD 10
People Analytics Manager, Google
Mountain View, Calif.

As manager of Google's People Innovation Lab (PiLab), an applied R&D arm within human resources, Jennifer Kurkoski's work straddles business and academia. And her ability to operate in both makes her something of a hybrid creature.

"I'm neither fish nor fowl," she says. "I can speak both the language of business practice and the language of research—which helps me to bridge those worlds."

Kurkoski arrived at Google in 2008 while finishing her doctorate at Haas. She'd been working in Silicon Valley since the late 1990s, first for a tiny online community developer called Throw Inc., and then, after it sold to Excite.com, for Excite@Home. While pondering dissertation ideas, the chance to work at PiLab appeared.

"I've always had a strong interest in how scientific method can influence business practice, and during my time at Throw and Excite I observed so much that I wanted to understand better," she says. While at Haas, she had intended to be a teacher and researcher. "But then this Google opportunity came along. Seven years later, I'm still here."

Google is relatively unusual in that it applies science not only to tech but also to people, says Kurkoski. At PiLab, she and her team of psychologists, sociologists, and decision scientists look to academic rather than business types to determine what's state of the art in organizational theory, using research tools to tackle HR questions like *Do managers really matter?* and *How can Google leaders make balanced and unbiased hiring decisions?*

Recently, PiLab has been educating Googlers about unconscious work bias.

"People tend to gravitate toward those who are similar to them," she says. "Academics call it homophily, and it's a way of thinking that's just not helpful in business. You're going to overlook valuable people—or miss the mark on a new product design. At Google we've worked hard to educate managers about this unconscious bias so that they learn to hire and promote people who might be different from them but just right for the task."

PiLab's work is definitely practical, especially in Google's particular industry, where acquiring and retaining talented workers can be a challenge. "Finding great people requires a different approach than it did a decade ago," Kurkoski says. "There aren't nearly enough software engineers to go around, which means it's crucial to think creatively when it comes to recruiting."

Kurkoski would love to see more business people use science and analytics to better develop their company's employees. "More data are available now," she says. "I'd love it if my fellow grads would ask themselves, 'Why aren't we doing HR research at my company, too?'" —Kate Madden Yee

The Campaign for Haas

ASK THE DONOR

The Gift of Mobility

Former Levi Strauss executive provides disabled access for Haas and Cal students

Mel Bacharach, BS 48, didn't know much about pants when he started working in sales at Levi Strauss after college. But he did have a head for business, and he was focused and persistent—traits he attributes to his upbringing and naval career (he's a veteran of both WWII and the Korean War).

He learned about fibers and fabrics in a Berkeley Extension School class and helped grow Levi Strauss from a \$12 million a year U.S. business in 1948 to a more than \$4 billion enterprise in 56 countries in 1979, when he retired. In fact, during his tenure, which culminated in him serving as executive vice president, Levi Strauss doubled business every five years for 30 years.

Some of that growth can be attributed to bold decisions by Bacharach. He helped launch colored slacks, for example, and in the mid-1960s pushed for \$1 million to develop a permanent-press fabric based on a Cotton Inc. patent. Bacharach and engineers developed a conveyor oven that allowed the pre-treated fabric to be mass produced. The result was Sta-Prest, the first mass-marketed, wrinkle-resistant trousers, which helped Levi Strauss gain a foothold in department stores.

Bacharach credits the fabric's success to a highly coordinated marketing campaign that included sales reps carting portable dryers and sopping wet pants into stores. "They would throw them in the dryer and give their pitch," Bacharach says. "That got the message across that we had something unique and different."

Another big coup came a few years later when Bacharach pursued a bold overseas expansion. "There was a demand for Levis in Eastern Bloc countries," he says. Bacharach targeted Hungary as the best place to manufacture garments and embarked on what he considers the crowning achievement of his career—convincing the then-communist country to build a plant. The gamble paid off and Levis solidified itself as an international brand.

Being mindful of underserved populations isn't just a business strategy for Bacharach, it's a value he lives by. He's especially dedicated to those with mobility challenges, and his generous donation will ensure Berkeley-Haas' new North Academic Building, slated for completion next Fall, will be ADA compliant, including an improved wheelchair ramp at Fisher Gate. Bacharach has also supported handicapped access and seating for Cal Memorial Stadium and an elevator in Haas Pavilion, among many other donations.

Accessibility is an issue close to Bacharach's heart. His wife, Vera, a Berkeley alumna who passed away in 1995, relied on braces or a walker after contracting polio as an adult. "We traveled the world and did the things we wanted to do," he says, "but when it was necessary to go upstairs, I carried her." Her memory is honored in an existing wheelchair ramp at Haas affectionately named "Via Vera." —Amy Marcott



PHOTO BY JIM BLOCK



Miss the Alumni Conference? Check out short video highlights: haas.org/haas-virtual-conference.

Paying it Forward

Haas undergrads break fundraising record



Jimmy Le, BS 16; Sam Choi, BS 15; Dean Rich Lyons, BS 82; Subha Rengarajan, BS 15; Cassarie Soungpanya, BS 16; Mansha Seth, BS 16; Stacey Patten, BS 15; Hayden Polhamus, BS 16. Not pictured: Dan Phan, BS 16, and Antonia Acquistapace, BS 15.

When it comes to giving back, Haas undergraduates get it. The student benefits they enjoy aren't magically provided but are sustained by consistent student and alumni support. And that's why this year's Student Gift Campaign (SGC) was so successful, breaking a record for the total amount raised by undergraduates.

"I got involved in the campaign because I've been personally impacted by school services like career conferences, mock interviews, designated career counselors, and free printing," says senior Subha Rengarajan, president of this year's campaign. "I wanted to help make other students aware that these advantages are supported by student and alumni generosity."

This year, for the first time, both juniors and seniors were invited to contribute to the campaign, which Rengarajan's team kicked off in March. The team staffed tables in the courtyard at least once a week, serving up coffee and donuts along with campaign information. They even created a video inviting fellow students to donate.

The effort paid off: 254 Haas undergrads raised \$13,586. And a group of nine undergrad alumni matched student donations three-to-one as part of the Beyond Yourself Challenge match, bringing the total to \$43,086.

"The fact that this campaign broke the \$13,000 mark is huge," says Alessandra

Demmons, associate director of undergraduate student and alumni engagement. "The students worked extremely hard to reach out to the entire student body." Indeed, donations over last year were up about 17 percent. Of the 254 donors, 65 percent were seniors and in this, their first year of contributing to the campaign, juniors comprised 35 percent of donors.

The SGC helps Haas take its rightful place among other powerful institutions, says junior

Hayden Polhamus, who served as the campaign's vice president of logistics. "Schools like Harvard or Yale have been around hundreds of years, and they've got a well-established spirit of giving," he says. "But because Cal is a state institution, it hasn't had a similar ethos until recently. When I heard about the student campaign I realized I wanted to help create that culture."

It's all about paying it forward, says Lucky Sandhu, BS 96, EMBA 15. For him, joining the Beyond Yourself Challenge match was a no-brainer. "The school gave me an identity and strong academic and professional platforms from which I could excel," he says. "So when I look at the undergraduates, I see myself—and I want to do what I can to support them so they can in turn become leaders."

It's important for Haas undergraduates to understand that Haas students support their school, says Brad Howard, BS 79, another member of the group of matching alumni, which also included Tim Carlson, BS 63; Haas Lecturer Steve Etter, BS 83, MBA 89; Tara Kramlich, BS 03; Petra Loer, BS 01; Dean Rich Lyons, BS 82; Kathryn O'Connor, BS 98; and Kinman Tong, BS 03. "Supporting the Student Gift Campaign allows me to pass on what I've received from the school and to model the expectation that Haas students give—not only of money, but also of resources and time," Howard says. "It's just how we roll." —Kate Madden Yee

UPCOMING EVENTS
haas.berkeley.edu/events

Prof. Ross Levine: Interest Rate Hangover
September 16
San Francisco

Homecoming
October 3
Berkeley

SF Networking Night
October 20
San Francisco

Legalized Marijuana—A Market to Get High On?
October 19
Portland, OR

14th Annual Berkeley-Haas Gala
November 13
San Francisco

Old Blues Reunion
December 10
Berkeley

20th Annual Women in Leadership Conference
March 12, 2016
Berkeley

Reunion Weekend
April 29-May 1, 2016
Berkeley

All Alumni Conference
April 30, 2016
Berkeley

Remain a Student Always with videos of Berkeley-Haas speakers at **insights.haasalumni.org**.

Haas **Worldwide** Events



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

ANNUAL ALUMNI CONFERENCE *Haas Ideas Worth Spreading*

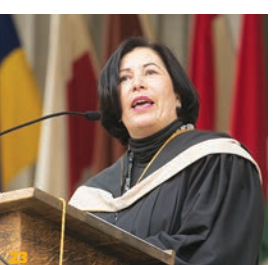
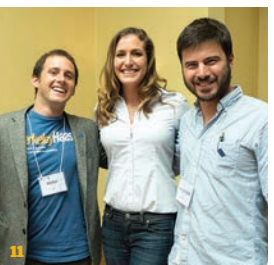
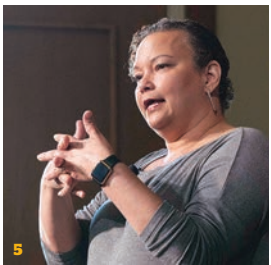


HAASx Inspires

Short, lively talks illustrate the depth of the Haas alumni network

Offering insights on everything from Bitcoin and diplomacy to underwear and the power of the Haas network, 10 alumni charmed a huge crowd at the annual Alumni Conference in April. Watch all of the presentations at: insights.haasalumni.org/haasx2015.

Front row: Marion McGovern, MBA 85, chairman of the board, ReSurge International, and director, Alliance of Chief Executives; Katie Fritts, MBA 14, founder, Underclub; Dirk Freise, MBA 00, founding partner, Shortcut Ventures, Germany; Ian Lee, MBA 10, senior vice president, Citi Ventures. Middle row: Laura Flores, MBA 95, Panama's Ambassador to the U.N.; Laura Kray, Berkeley-Haas professor and emcee; Matthew Cooper, BCEMBA 10/11, CEO and founder, Carmenta Bioscience; Nikhil Arora, BS 09, co-founder, Back to the Roots. Back row: Paul Holland, MBA 90, General Partner, Foundation Capital; Michaela Rodeno, MBA 80, CEO, St. Supery Winery (retired) and co-owner, Villa Ragazzi Winery; Alejandro Velez, BS 09, co-founder, Back to the Roots.



Asia Business Conference

1 Naoko Miyamoto and Christen Chen, both MBA 15

2 Simon Yoo and Blake Street, both MBA 15

Dean's Speaker Series

3 Shang-Jin Wei, chief economist, Asian Development Bank

4 Bengt Baron, BS 85, MBA 88, CEO, Cloetta

5 Lisa Perez Jackson, VP of environmental initiatives, Apple

6 Ed Catmull, president, Walt Disney and Pixar Animation Studios

Women in Leadership Conference

7 Libby Hadzima, JD/MBA 15; Carmela Aquino, MBA 15; Adobe SVP Donna Morris; Julie Barmeyer, MBA 15

8 Kakul Srivastava, MBA 01

Gap Event

9 Roger Greer and Constance Moore, MBA 80

10 Prof. Laura Tyson with Whole Foods Co-CEO Walter Robb

Latin American Business Conference

11 Victor Pucci, MBA 16; keynote speaker Megan Zoback, Uber; Sebastian Amenabar, MBA 16

12 Fernando Madeira, Walmart.com, and Pablo Bosch, MBA 15

Reunions & Alumni Conference

13 Maura Brachetti and Amr El Meleegy, both MBA 10

14 Hugo Pacanins and Juan Hernandez, both MBA 05

15 Lori Robson, Andrea Bornschlegel, and Mark Ross, all MBA 90

16 Cheryl Strachan, MBA 00

17 Dean Lyons with Suzann Priest Cabling, Emily Watkins, and Cynthia Morrow, all BCEMBA 05/06

18 Tim Campos, BCEMBA 10/11

19 Berk Algan and Steven Hardgrave, both MBA 05

NYC Event: Interview with Alum Ken Taylor

20 Ken Taylor, MBA 59, former Canadian ambassador to Iran

21 Ari Frankel, MBA 10, and Chris Nuttall, MBA 02

22 Frank Hundley, MBA 91; Gregg Solomon, BS 82; and Leslie Solomon

Commencement

23 Linda Lang, BS 80, retired chair and CEO, Jack in the Box

24 John Stroup, MBA 95, CEO, Belden

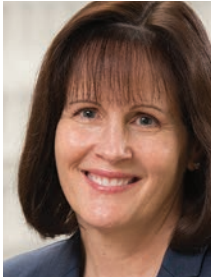
Haas Alumni Notes



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

ALUMNI NEWS: ACCOLADES & BOOKS

Finance Star



Carrie Dolan, BS 87, MBA 97

Carrie Dolan, BS 87, MBA 97, the CFO of Lending Club, was named as the 2015 Financial Woman of the Year by the Financial

Women of San Francisco. Since joining Lending Club as its first CFO in 2010, Dolan has helped build the company into the world's largest online marketplace connecting borrowers and investors. Operating revenue has increased from \$2 million in 2010 to \$81 million in early 2015. She also managed the company's IPO, one of the top ten US-based Internet IPOs of all time. Prior to Lending Club, she was the treasurer for the Charles Schwab Corporation. Dolan also served as the CFO for Schwab Bank, which she helped launch in 2003. Before Schwab, she held a variety of financial positions at Chevron. In 2013, she was named the Bay Area CFO of the Year for Emerging Companies by the *San Francisco Business Times*.

An Excellent Career

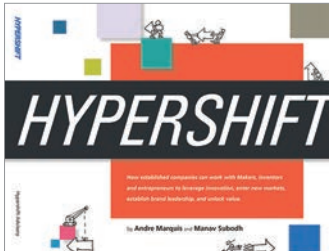


Douglas Wiele, BS 76

Retail property developer **Douglas Wiele, BS 76**, president and founding partner at Foothill Partners, was recognized by the International Council of Shopping Centers (ICSC) with ICSC's Trustees Distinguished Service Award. Wiele received the award for his industry achievement and volunteer leadership in his 35

years of ICSC involvement with roles including program committee chair, state government relations chair, state alliance co-chair, and state director, among others. Wiele currently serves on the executive board for the California Business Properties Association and is a governor's appointee to the California Commission on Disability Access. Foothill's redevelopment of the "Gilman District," a Whole Foods at 9th and Gilman in Berkeley, was one of 2015's Berkeley Design Advocates Excellence in Design Award winners.

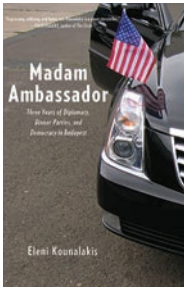
Turning Corporations into Startups



In *Hypershift*, **Andre Marquis, MBA 96**, the executive director of the Lester Center for Entrepreneurship, and Manav Subodh, a senior fellow at the Lester Center, share how big companies can tap the innovation secrets of Berkeley-Haas startups to enter new markets, establish brand leadership, and unlock value. *Hypershift* is a behind-the-scenes project that evolved during last year's Intel Make it Wearable Challenge, which drew 10 teams of entrepreneurs from around the world to Berkeley-Haas in a high-stakes competition for \$800,000 in prize money.

Diplomacy, Dinner Parties, and Democracy

In *Madam Ambassador* (The New Press, 2015), **Eleni Kounalakis, MBA 92**, recounts her three years as the U.S. ambassador to Hungary. The first Greek-American woman ever to serve as a U.S. ambassador,



Kounalakis recounts her training at the State Department's "charm school" and her three years of diplomatic life in Budapest—from protocols about seating, salutations, and embassy security to what to do when the deposed King of Greece hands you a small chocolate crown (eat it, of course). The book reveals what it is like to represent the U.S. government abroad as well as how American embassies function.

High Honors for Haas Volunteers



William P. Ledeen (left), MBA 86, at the UC Berkeley Foundation awards. Editor's note: Sadly, at press time we learned that Bill passed away from cancer on July 21.

Three Berkeley-Haas alumni were honored with UC Berkeley Foundation awards recognizing their outstanding volunteer fundraising efforts on campus. The Spikers, **Warren E. "Ned" Jr., BS 66**, and **Carol F., BA 66** (Political Science), received the Wheeler Oak Meritorious Award for their longtime leadership. **William P. Ledeen, MBA 86**, and **Kent P. Newmark, BA 60** (Philosophy), **MBA 64**, each received the Trustees' Citation, given for achievement in a major fundraising program or to those who exemplify service in support of the University's outreach goals.

UNDERGRADUATE

1949

James T. Bialac, of Scottsdale, Ariz., received an Honorary Degree of Humane Letters from the University of Oklahoma at its commencement exercises on May 8.

Edward Martins, of Danville, Calif., reports, "Opted to go into law, received LLD at the University of San Francisco in 1952; practicing lawyer in Hayward, Calif.; business background from Haas has been well used in my profession. Fond memories of undergraduate period during World War II when Berkeley's accelerated program allowed me to earn two years of university credits before being drafted at age 18; later discharged to return to Cal then to USF and marriage to Donna—and now you know the rest of the story."

1950

Paul McKnight announces, "The great class of 1950 is having its 65-year reunion lunch at Claremont Country Club the Friday before the Big Game. A big celebration with surprises like the Straw Hat Band. The class council—President **Roger Thompson**, **Mimi Knox**, **Don Sharman**—is preparing for it."

1956

Norman Parsons, Clovis, Calif., writes, "Since retiring from dentistry in 1999, I entered the business field with a company I co-founded in 1994. In 2007 I took up watercolor painting and



A 10-year-old Norman Parsons, BS 56, celebrating Christmas eve 1944 with his sister, parents, and grandmother in California.

recently won an award at the Fresno County Fair. I am teaching myself to play the ukulele, working presently on a solo presentation of 'The World Is Waiting for the Sunrise.' Later, I'll work on the Cal fight song. "Last September my younger daughter had a son, thus ending the all-girl makeup of my family of two daughters and three granddaughters."

1964



Tom Hobday, BS 64

Tom Hobday, of Truckee, Calif., updates, "After service in the U.S. Army in Vietnam, returned to Sacramento where I had a 30-year career with Sacramento Valley Insurance and my final position was chairman of the board. After retiring, I was assistant dean of the UC Davis Medical School and assistant director of the UC Davis Medical Center, where I was the head of

Advancement and Public Affairs. There, I was initial point person in the development of the UC Davis MIND Institute and several other programs. "I retired again in 2001 and moved to Truckee, where I am currently the president of the Tahoe Institute for Rural Health Research (www.tirhr.com). TIRHR is developing medical technologies that fill targeted health care needs through 'disruptive technology.' I had a 27-year volunteer career with the American Cancer Society where I served as chairman of the California division and a member of the national board of directors. In addition, I was national chair of fundraising for the ACS for three years when the society initiated Relay for Life.

"I contracted kidney disease in Vietnam, and had a transplant at UC Davis in 1995, made possible by the generosity of my wife, Pam, who donated a kidney. I served as the president of the Sacramento Commerce and Trade Organization (SACTO)."

Alan Mindell, of Solana Beach, Calif., reports, "My new novel, *The B Team: A Horse Racing Saga*, was released on April 10, 2015. Within a week,

it skyrocketed to being listed by Amazon as the number one best-selling paperback in sports fiction released in the prior month. It is the story of a one-eyed racehorse that makes it to the Kentucky Derby. His biggest fan is a young boy, himself with only one sighted eye. What follows is the heartwarming chronicle of the horse's remarkable journey and the inspiration he provides his owners."



New book by Alan Mindell, BS 64

1965 Cal Homecoming 50th Reunion | Oct 2-4, 2015

Vijay (Pandit) Kumar, of Mountain View, Calif., announces, "I am honorary treasurer for a Sierra Club subgroup. I am also on the Board of Advisors for Internet Speech, based in San Jose, Calif."

1967

Richard A. Lyon, of Carmichael, Calif., writes, "Currently, area coordinator for Jump Into Reading Tutoring for the San Juan Unified School District in Sacramento; a rater for Educational Testing Service—TOEFL-iBT—Speaking; and a bilingual wedding officiant (Spanish/English). Performed a Spanish/English wedding recently in Rocklin, Calif. Donated a gourmet dinner for four to two charity auctions. Volunteer for my church. Will be 70 in August."

1969



Dan Asera, BS 69

Daniel Asera, of Las Vegas, Nev., a 2015 Pearson Fellow and mathematics professor at the University of Nevada, was selected by Pearson Education Inc. and Pearson Higher Education to participate in the 27th International Conference on Technology in Collegiate Mathematics.

He is president of the Berkeley-Haas Las Vegas Chapter and president of the CAA alumni chapter, Cal Spirit of Las Vegas. He's also a Haas Partner, Charter Hill Society Member, and Golden Bear Life Member of CAA. As a student, he was senior class president of the Class of 1969, Cal Alumni Scholar, and a Cal-in-the-Capital intern in Washington, D.C.

Steven Turover, of La Grange, Ky., See MBA 1978 notes.

1970 Cal Homecoming 45th Reunion | Oct 2-4, 2015

1975 Cal Homecoming 40th Reunion | Oct 2-4, 2015

1978

Chuck Hansen, of Sacramento, Calif., updates: "Joined Folsom, Calif.-based Monenta Ventures as an investment advisor

in November 2014 and finished seventh year as managing director of Hansen Investment Holdings (HIH), a family-based private equity firm investing in public and private companies. In March Electro Scan Inc., a portfolio company of HIH, announced a disruptive technology to locate and measure water leaks in potable water mains. Data is ported to its CriticalH2O cloud app to help prioritize and fix leaks.

"Continuing my music career, I played with Huey Lewis and Michael Bolton at the AT&T Pro Am Saturday Clambake Dinner at the Monterey Peninsula Country Club."



Chuck Hansen, BS 78, performing with his baritone sax in concert with Tower of Power

1980 Cal Homecoming 35th Reunion | Oct 2-4, 2015

Jesse Wolf, of New York, N.Y., received a PhD in mathematics from the City University of New York Graduate Center in May.

1981

Tomas Schoenberg, of Berkeley, Calif., was recently promoted to executive vice president of the Swig Company and will celebrate his 10th year with this venerable San Francisco company in 2015. He leads the investments group at the 80-year-old

Haas Alumni Notes

Undergraduate cont.



Tomas Schoenberg, BS 81

Swig Company and is in charge of identifying new investment opportunities and implementing strategies for the company and the Swig Family.

1985 Cal Homecoming 30th Reunion | Oct 2-4, 2015

Christa Pedersen writes, “So proud my son Marshall Krock is a freshman this year and also rowing for Cal!”

1989

Roger Franks, of Delray Beach, Fla., announces, “I was recently named general counsel and vice president, law and human resources, of KLX Inc. KLX is the world’s leading provider of aerospace fasteners, consumables, and logistics services globally. KLX also provides oil field services and associated rental equipment across North America.”

1990 Cal Homecoming 25th Reunion | Oct 2-4, 2015

1991

Sylvia (Guel) Ruiz, of San Jose, Calif., reports, “Applying over 15 years HR and leadership experience in high-tech and nonprofit industries to higher edu-

Our Defining Principles
Students Always

cation at San Jose State University in the Nursing Department for the Doctor of Nursing Practice Program. New knowledge using Qualtrics for applicant recruiting and program evaluation as well as the accreditation standards and process for WASC and CCNE.

“My daughter (18) is headed to the University of Chicago in fall 2015. Although she decided not to be a Golden Bear like me or a Bruin like her father, we are very proud of her admittance to the Honors Program and having amazing choices to begin her college career! She is a role model for two younger brothers (14 and 12).”

1992

Christopher Chew, of Sunnyvale, Calif., updates as follows, “Work experience from 1992 to present: 1. Partnership tax return preparer at Coopers & Lybrand, LLP, San Jose; 2. IRS revenue agent, San Jose; 3. Accounting manager of manufacturing company, South San Francisco; 4. Partner with two CPAs, Fremont, providing tax preparation, consulting, and financial auditing services; 5. Sole proprietor, Sunnyvale, focus on tax preparation, tax planning, and IRS audit representation.

“My 24-year-old daughter starts medical school in fall 2015. My 18-year-old son starts his first semester at UCB in fall 2015. He is working on getting into Haas too.”

Peter Yu, of Hong Kong, announces, “After nearly a decade at Oracle, most recently leading a sales consulting team covering Asia-Pacific, I have decided to leave for a new opportunity in the manufacturing

services space. I will still be based in Hong Kong but join Multek’s global headquarters here to head the strategy, marketing, pricing, and chief of staff functions, reporting to the company president. It’s my first C-level role and will still provide ties to Silicon Valley since our parent, Flextronics, is based in San Jose.”



Peter Yu, BS 92

1995 Cal Homecoming 20th Reunion | Oct 2-4, 2015

1996

Jeff Cohen, of Beverly Hills, Calif., recently published *The Dealmaker’s Ten Commandments* (Ankerwycke, 2015). The book provides a practical, no-nonsense methodology for negotiating deals, managing your time, and handling crisis, all at the highest level. A prominent transactional attorney and former child actor, Jeff penned the book to overcome resistance and achieve his goals without losing his soul along the way.



Jeff Cohen, BS 96

The real-world tactics are vital for any business environment. www.dealmakerscommandments.com

Lucky Sandhu reports, “Honored to be back at Haas as a member of the EMBA Class of 2015!”

1998

David Oblath, of New York, N.Y., writes, “In 2001, I started a company called Tutor Associates in New York City with my freshman year roommate from Cal. Long live Ehrman Hall, Unit 2! This past year, he and I founded our second company called Codesters, which provides a platform and curriculum to teach computer programming in the classroom to middle schoolers. I am also involved with various other startups.”

1999

Scott Orn, of San Francisco, Calif., reports, “In April, I became chief operating officer of Kruze Consulting, a fast-growing startup CFO consulting firm with more than 130 clients. The firm has quadrupled in the last six months, which created the COO opportunity. I look forward to working with the best and brightest startups in Silicon Valley.”

2000 Cal Homecoming 15th Reunion | Oct 2-4, 2015

Will Edmonson, of Los Angeles, Calif., updates, “I was recently named a partner in Doll Amir & Eley LLP, a Westside Los Angeles boutique law firm focusing on commercial, intellectual property, and entertainment litigation. Will Edmonson, (310) 461-3111, wedmonson@dollamir.com.”

Putri (Sugondo) Pascualy
See MBA 2006 notes.

2003



Kia Gaines, BS 03

Kia Gaines, of Long Beach, Calif., writes, “I recently joined Top Tier Consulting, a management consulting firm that provides exceptional IT, strategy, and operations solutions to health care payer and provider organizations.

“After stints in Pennsylvania, Kentucky, and Arizona, I have moved back to the Golden State and am excited to get more involved in Cal Alumni events. I have become involved with Taproot Foundation and completed my first pro bono consulting assignment for the Los Angeles Dodgers Charity. I’m enjoying the Southern California weather and running along the beach.”

2005 Cal Homecoming 10th Reunion | Oct 2-4, 2015

Amy Chou, of Oakland, Calif., is wrapping up her first year in the FT MBA program at Berkeley-Haas and “very excited to return to N.Y.C. for her summer internship at Character Lab!”

David Pordes, of San Mateo, Calif., announces, “This May I will be celebrating my one-year work anniversary at Sapphire Ventures, a 1.4B late-stage venture

fund located in Palo Alto. I work in the finance department and report to the CFO.

“My son Matthew turned 3 years old this January and is keeping us busy. We were able to spend a month in Brazil last year and had a great time visiting family. My wife’s business, Amazoniacleaningco.com, has been booming. If you are in need of a great housecleaning service, please reach out to her.”

2006

Todd Osborne, of Santa Monica, Calif., reports, “After several years in Sydney, both myself and the fashion retail startup Shoes of Prey are moving headquarters to Santa Monica, Calif. This follows on the heels of a recent six-store partnership with Nordstrom. Come visit us and design your perfect shoes in the downtown San Francisco Nordstrom! I’ve spent the past eight months living out of a suitcase launching store-in-stores in Nordstrom in Bellevue, Wash.; San Francisco; Newport Beach, Calif.; Paramus, N.J.; Washington, D.C.; and Oakbrook, Ill.: haas.org/1K6k5Kv.”



Todd Osborne, BS 06, helping a customer design her perfect shoes in Paramus, New Jersey, for the launch of his design studio

2009

Varoon Bhagat has been promoted to director of corporate development for salesforce.com, which he joined in 2012 as manager of corporate development. He practiced similar roles for Hewlett-Packard prior to joining salesforce.com.

2010 Cal Homecoming 5th Reunion | Oct 2-4, 2015

Calvin Hohener.

of San Francisco, Calif., writes, “After two and a half years helping build the last-minute mobile hotel booking app HotelTonight, I’m off to Evanston to get my MBA from Kellogg. Don’t worry. I’ll be back to the Bay Area in two years (and likely in between!)”

2011

Jessica Tiao, of San Francisco, Calif., announces, “I joined KISSmetrics as a product designer with a focus on user experience. It’s a wonderful role where I not only build and design tools for marketers but also apply skills that I learned from Haas.

“I learned how to surf for the first time this past March in Hawaii. It was scary at first, but as

soon as I stood up, it was an incredibly liberating experience.”

Amy L. Young, of London, U.K., updates, “I recently transferred from San Francisco to London for Prophet, a strategic brand-driven growth consultancy. If you’re in London, give me a shout!”

2012

Pamela Mardo is now a financial analyst for Jive Software based in Palo Alto, Calif., where she supports the entire marketing organization. Previously, she was a cost analyst for The Clorox Company.

2013

Talia Caldwell just returned from Kos, Greece, after seven months playing basketball in the Greek Eurobasket League. She averaged 20 points and 13.5 rebounds and helped her team make the playoffs. She says, “I traveled all over Greece, to places like Thessaloniki and Athens. It was a 30-minute boat ride from Bodrum, Turkey. I finished my complete front to back Bible journey. Also read *From Me to We*, *Who Moved My Cheese*, *Lean In: For Graduates*, and a bunch of other good books.” Watch a highlight video (<http://haas.org/1PZu7ij>) and read an article about her performance (<http://haas.org/1SjFBkL>).

Jose Antonio Flores.

of Los Angeles, Calif., reports as follows, “Co-founder, co-owner, and CEO of Sky Moving, LLC, a household furniture moving company based out of Los Angeles. Co-founder and executive director of Adelante

Our Defining Principles
Beyond Yourself



Jose Antonio Flores, BS 13 (center), with current Berkeley student Janet Arratia (lower left), and their students from last summer’s Adelante Youth Empowerment Program in Aguascalientes, Mexico

Youth Empowerment Programs, a Mexico-based nonprofit that serves to empower and guide at-risk Mexican youth toward a college education.”

Jose traveled to his native Mexico to lead the Adelante nonprofit summer program through a special travel permit last summer. This was the first time he was able to visit his country of birth and family there in 19 years because of his undocumented status.



Kapil Gururangan, BS 13

Kapil Gururangan, of Pleasanton, Calif., announces, “Finishing my first year of medical school at Stanford University School of Medicine! Double majoring in business administration and molecular and cell biology was one of the best decisions I made at Cal. MCB frames how I learn the science of medicine, and the Haas Defining Principles are shaping

how I engage the art of medicine. I am one of the lab coordinators at Arbor Free Clinic and am doing research in neurology and epilepsy patient care.”

2014



Perla Garcia Gutierrez, BS 14

Perla Garcia Gutierrez, of Port Hueneme, Calif., writes, “I graduated in December 2014 and joined the finance team at Berkeley-Haas this past April. It is great to be back at Haas now as a staff member and to learn about what it takes to manage a top business school. There is a lot that goes on behind the scenes!”

MBA

1961

V. Jordan Tanner reports, “After completing my MBA, I entered the Foreign Service and served in countries around the

Haas Alumni Notes

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

MBA cont.

world and in Washington, D.C. Upon retirement I was elected to the Utah House of Representatives and served five terms. I have done contract work for the past 26 years with the Department of State and served on the Municipal Energy Board of Provo for the past seven years.”

1965

Russell Kalmacoff, of Calgary, Alberta, Canada, is spearheading participation in the proposed Berkeley Global Campus on the part of a handful of major Canadian public research universities. While it is early (land development at the Richmond site will take at least three years) Chancellor Dirks has encouraged identification of common research interests of professors and graduate students at UCB and Canadian universities.

Russ is particularly interested in comparative capital markets and would welcome expressions of interest on the part of people in the Haas community. Russ is founder of the UC Berkeley Club of Canada. He chaired the campaign that established the Professorship of Canadian Studies and serves on the Canadian Studies Advisory Board at UCB.

1967

Stephen Wood retired from Shell in 2004 after a 36-year career in human resources management.

1969

Dean Suzuki announces, “I finally became a proud grandfather. Madalena was born on Jan. 27, 2015, to **Derek Suzuki, MBA 2010**, and his wife, Orlanda. They live in Brooklyn, N.Y.”



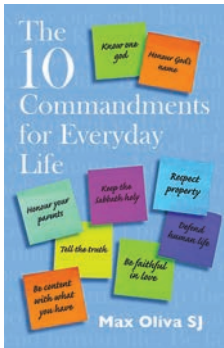
Dean Suzuki, MBA 69, with new granddaughter, Madalena

1971

Steve Fabricant, of Okinawa, Japan, writes, “Classmate Garrett Vogel’s note in the Spring issue about working with a company selling cannabis products brought back memories of the joint MBA thesis that **Pete Michael** and I wrote. It was based on a sample survey of attitudes and future plans of our classmates, analyzed using a mountain of punch cards, and optimistically titled “Counterculture and The Business World.” We found that Berkeley MBAs were more frequent pot smokers than college students nationwide and even Cal students as a whole. We assumed that since we were natural “forerunners,” we could expect a kinder and mellow future corporate culture. Forty-four years later nearly the same problems face us, plus we’ve had a major financial crisis, more serious environmental/existential threats, and worsened inequality. Business and finance are more reviled than ever...but cannabis is now practically universally legal. Of course we’re both very pleased that Berkeley students still Question the Status Quo.

Peter Michael, of Adamstown, Md., reports that his latest book, *Running on Empty: Along*

an Epic 12,000-Mile Road Trip America Has Its Say on Economic Inequality, has been awarded a first-place national book prize in political and economic affairs. Learn more at book-runnin-gonempty.com. This follows two national prizes in biography for his *Remembering John Hanson: A Biography of the First President of the Original United States Government*. Pete’s been at it for a while. A popular version of his and Steve Fabricant’s joint Berkeley-Haas MBA thesis, which really questioned the status quo, was published as the cover story of the August-September, 1973 issue of *MBA* magazine. See Steve’s note here.”



By Max Oliva, MBA 71

Max Oliva SJ, MBA 71, reports, “I have a new book out! It is a sequel to *Beatitudes for the Workplace* and is called *The Ten Commandments for Everyday Life*. Same publisher: Novalis in Toronto, Canada. Those of you who have the *Beatitudes* book will love the cover of the new book: same Post-its style but with a pleasant blue background. Like my other books, there are personal stories to inspire and to make the theory personal and practical—including a few stories from my life.”

1977



Lily Carlson and Joe Carlson, MBA 77

Joseph Carlson, of Monument, Colo., announces, “Elected chairman of the El Paso County Homeless Veterans Coalition (EPCHVC) and elected post commander VFW Post 7829. The EPCHVC’s mission is to improve the lives of homeless veterans with direct service programs. “Enjoyed a three-week vacation with our three youngest children (11, 10, and 8) to Belize in March and a 2,680 mile motorcycle trip in April to Phoenix, Grand Canyon, Death Valley, and Zion National Park.”



Bill Haworth, MBA 77

William Haworth, of Washington, D.C., reports he is working as Chief strategist, Financial Institutions Group, International Finance Corporation, World Bank Group.

1978

Ray Fry, of Oakland, Calif., updates, “I’m now at Security One, still specializing in reverse mortgages. I used to do a radio show advising baby boomers on retirement issues, and I’m now focusing on building a website to answer reverse mortgage questions (askmisterreverse.com). Doing reverse mortgages and mentally keeping up with program changes is my personal antidote to Alzheimer’s.

“Last year we took a three-week trip to Italy with two other couples. Rome, Capri, Taormina, Rapallo, and San Gimignano were the major stops. Our biggest challenges were driving a large van in Rome, trying to keep the ladies out of fancy boutiques, and deciding among six people where to eat dinner.”

Azmat Malik, of Redwood City, Calif., reports, “Expanding our presence in countries that have strong innovation cultures: Israel, Turkey, Denmark, and Pakistan. This has been a challenging and exciting endeavor, and never disappoints. I find new ways to approach entrepreneurship and innovation and never take anything for granted. I am finding that innovation is culture- and society-based; what in Silicon Valley we may call archaic could quite easily be a path to independence for other countries. It is also gratifying to see how empowering it is for women to start businesses, including social ventures. Empowerment of women is the most sustainable approach to poverty alleviation.”

Steven Turover, of La Grange, Ky., retired in May of 2013. He updates, “Last summer, Steve and Trish took their RV to Mount Rushmore. This spring they took a 17-day tour to nine countries in Europe, covering much of the same area that Steve’s Dad had in World War II.

“Generally living a life of leisure although Steve volunteered to be a board member for the county EMS. He is involved in building a new eight-bay, near net zero ambulance station.”

1980

Michaela Rodeno is working on a book update by expanding *Bubbles to Boardrooms*.



Kim Staking, MBA 80

Kim Staking, of Fairfield, Calif., announces, “It is good to be back in California! After graduating, I spent several years working in international commercial banking in Santiago, Chile. I returned to the U.S. to get a PhD from The Wharton School with a focus on financial institutions/ risk management and insurance. I taught finance at INSEAD.

“My love for Latin America induced me to accept a position at the Inter-American Development Bank, where I worked on financial market development—modernizing regulation,

legal reforms; developing competitiveness and democratization in banking, securities, and insurance/pension markets; and micro-insurance and dealing with the financial aspects of natural catastrophes. After a couple of decades, I retired and moved back to California, where I joined the faculty in the College of Business Administration at Sacramento State.”

1981 35th REUNION
April 29–May 1, 2016

1983

Louis Grabowski, of Atlanta, Ga., updates, “Sold my interest in a commercial real estate business in 2011, received my doctorate in 2012, and now work for the Kennesaw State University Foundation. Milestone: For now at least, all children out of the house.”

1984

Deborah Stern, of New York, N.Y., writes, “Still enjoying my career in the social impact business and philanthropy space, always with fresh challenges. Currently: How can



Deborah Stern, MBA 84 (second from right) with friends

smarter metrics through better tools help us achieve a sustainable future? As 2020 Strategies founder and advisor to Tennaxia, a leading sustainability/CSR/EHS data management firm, working with Sustainable Accounting Standards Board (SASB.org), Sustainable Brands, Trianagroup.com (Haas postdoc colleague). Building philanthropic and impact investing funds for Pro Mujer Int’l. (promujer.org), celebrating 25 years of trail-blazing new paths for low-income women in Latin America. Two million women served; over \$1B in microloans made, health and empowerment training.

“Enjoying life in N.Y.C., singing in Voices in Unity choir, dancing NIA, traveling to Nicaragua (Pro Mujer donor trip; amazing place—highly recommend!) and Costa Rica this year and regular trips back to the Bay Area.”

1985

Mauri Schwartz, of San Francisco, Calif., reports, “My management consultancy Career Insiders is 13 years old and ready for her Bat Mitzvah! The firm provides talent acquisition and outplacement services for companies and job



Mauri Schwartz, MBA 85

search coaching for individuals. Thank you alumni who have used our services or referred clients and remember our Haas discount. It’s rewarding to serve with intelligent, dedicated, and fun alumni on the B-HAN SF board, especially the past year when I’ve helped with career and social events. I recently delivered my Network Within to Advance Your Brand presentation at the St. John Boutique, a fun evening of networking, career development, and shopping!”



David Sherman, MBA 85

David Sherman, of El Cerrito, Calif., announces, “Co-authored *Flourishing Enterprise: The New Spirit of Business*, co-founded Cooperative Advantage Collaborative to bring the ideas in the book to business. Co-chair of Aclima advisory board. Aclima designs and deploys sensor networks

that advance environmental awareness and will be coming out of stealth mode soon. This company has a strong social mission and is aligned with the vision and logic of Flourishing Enterprise. Attended 30-year reunion and am co-president of the Berkeley-Haas Alumni Network—East Bay.”

1986 30th REUNION
April 29–May 1, 2016



Paul DeMuro, MBA 86

Paul DeMuro, a nationally regarded health care information and technology attorney, joined Broad and Cassel’s Fort Lauderdale Office as counsel in the Health Law Practice Group. A press release states, “DeMuro has a broad-based health law background, a unique knowledge to advise and consult with health care organizations on alignment and business strategies in the changing health care marketplace, as well as expertise in health care technology. His nearly 40 years of experience in transactional and regulatory matters, coupled with his health IT expertise, positions DeMuro as a legal architect capable of designing solutions for even the most complicated situations, particularly in the transition from fee-for-service medicine to payment for quality

Haas Alumni Notes



Go Beyond Yourself: Volunteer for Berkeley-Haas.
haas.berkeley.edu/alumni/volunteer

MBA cont.

and cost-effectiveness. He is also a CPA with an MBA in finance and a master's degree in biomedical informatics and a PhD candidate in biomedical informatics at Oregon Health and Science University School of Medicine. He is also a National Library of Medicine postdoctoral fellow."

1987

Mark Gilley, Orlando, Fla., was promoted to senior vice president of marketing for Red Lobster. In 2009, he joined Red Lobster as vice president of consumer insights.

Our Defining Principles
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Richard Reeves, of Hillsborough, Calif., writes, "Retired after 35 years in the biotech and medical device industry to spend more time with family. Doing some consulting (quite a bit more than planned), which is very different from working for a company. I consulted all throughout the MBA program and enjoyed it tremendously so this is perhaps coming full circle. The family trips have been wonderful, so much is missed when you live the life corporate. What a different Bay Area it is as well biotech-wise compared with 1987.

"My son is getting ready to graduate with a degree in EECS and my youngest is a sophomore in high school. My wife has been semi-retired for a decade since selling her practice and is loving it. Just returned from a business trip to Singapore and a whirlwind trip of the Western national parks with the family, including the dog. My wife and I are learning Regen-

cy dance and plan to attend a ball at Chatsworth (U.K. not Irvine) this June. In period costume. I don't know how she talks me into these things."

1988

Edward Tse, of Hong Kong, reports, "I started Gao Feng Advisory Company in April 2014. We are a global pre-eminent strategy and management consulting firm with roots in China. Thanks to support from clients, we are growing very fast. Our clients include foreign multinationals, Chinese state-owned enterprises, and private-owned companies. With China becoming the epicenter of global businesses, companies are looking for more successes there. We have offices in Beijing, Hong Kong, and Shanghai, as well as a broad network of global resources."

1989



Stewart Noyce, MBA 89

Stewart Noyce, of San Anselmo, Calif., announces, "I recently started Simpatica Medicine with Dr. Jason Barbour, a scientist from UCSF. We are introducing a vertically integrated RNA Seq information platform for chronic disease care. Our first product will target stem cell transplantation, where proactive first-year treatments can avoid

hospital readmissions and save over \$50,000 per patient. We are an early-stage company seeking seed funds and contacts for pre-clinical and clinical research projects."

Steven Teru-

saki, of Albany, Calif., reports, "I've added to my practice as business coach with SEIDO Consulting the role of director of Haas Alumni Leadership Forums with Alumni Forum Services. As a former CEO, I know how lonely it can be at the top. The Alumni Forum offers the only place where you can talk honestly about important issues and challenges that you're facing in a completely confidential setting and gain new perspective from eight to ten of your most trusted and respected peer alums. It's a valuable way for those in leadership positions to grow professionally and personally and be a Student Always. For more information about the Haas Alumni Leadership Forums, please visit: berkeley.alumniforumservices.com."

Our Defining Principles
Students Always

1990



Klaus Hammer, MBA 90, and Chiara Moressa

Klaus Hammer, of Einsiedeln, Schwyz, Switzerland, writes, "I have found two new passions in my life. First is my

new partner, Chiara, with whom I am living in the Swiss mountains, enjoying Cyprus beaches. The second is helping clients to manage the workforce better with my new company Genioo Workforce Solutions in Zug, Switzerland. We are supporting clients to efficiently identify the right people through online assessments and also have tools to improve organizational health, perhaps the greatest management concept I have come across."

Our Defining Principles
Confidence without Attitude

1991 25th REUNION April 29–May 1, 2016



Frank Hundley, MBA 91

Frank Hundley, of Flemington, N.J., announces, "Promoted to vice president and wealth management advisor at Merrill Lynch Wealth Management (formerly Private Client Group). Continue working to help high-net-worth families and small businesses with retirement and investment needs. Transferred to the local Merrill Lynch branch near new home in Flemington, where clients are serviced nationally and globally. "Flemington is about an hour away from both New York and Philadelphia in rural Hunterdon County. New house has lots of rooms for visiting

classmates. Currently serving as vice chair of the Rutgers University Board of Trustees for the 2014-15 academic year."

1993

William "Bill" Dagley, of San Rafael, Calif., reports, "celebrating 20 years at Private Wealth Partners, an investment management firm. I am now running the company and looking forward to the next 20 years. The investment management world is ever changing and never dull.

"My wife and I traveled to Scotland and Ireland last year for the first time and had a great trip. This year we are traveling to Portugal and Spain for the first time. We will be celebrating our 30-year anniversary. Traveling is good for the soul and a great diversion from the pressures of work."

1994

Fernando Gil de Bernabe, of Singapore, reports, "In June 2014 I became the managing director for strategy, planning, and execution for Asia Pacific and Japan at Cisco Systems in Singapore. My team is responsible for business growth identification, go-to-market strategy, sales planning, investment due-diligence, and execution optimization in the region. Prior to this, I was an executive with the Cisco China 3.0 team in Shanghai, appointed by the CEO in 2008.

"Since December 2009, I've been serving as a member of the board of directors and the audit committee at eLONG (NASDAQ: LONG), a leader in China online



Fernando Gil de Bernabe, MBA 94, with Mary Ann, Olivia (12), Mateo (10), and Lucas (8) on a family trip in Shanghai

travel services. We moved from Shanghai to Singapore in June 2014."

Morris Noble, of San Francisco, Calif., writes, "I was named to Northern Trust's Investment Policy Committee. Getting ready to send my youngest child (Sally) to high school."

Atsushi Toda, of Tokyo, Japan, reports, "I have been working for Prologis, a global industrial real estate company, since 2012. Since the company is headquartered in San Francisco, I periodically have chances to visit the Bay Area and Berkeley campus."

1995



Pierre-Etienne Bouchaud, MBA 95

Pierre-Etienne Bouchaud, of Rabat, Morocco, announces, "recently started a new

job, heading the European Investment Bank office in Morocco. I took this position after six years spent at headquarters in Luxembourg. It is a fully satisfying job requiring the full array of my skills. In addition to representing the bank diplomatically, I identify projects to finance (infrastructure, corporate, etc.) and liaise with our clients and other IFIs.

"I recently moved to Rabat, administrative capital of Morocco, with my family (my wife and our child, now 17). Although work is quite intense for the family, being abroad and especially in a sunny country almost makes you feel like you are on vacation. And we take advantage of living here. Last family (real) vacations included Namibia, Japan, Argentina, and, closer to us, Spain. For each of these vacations, we took three weeks and therefore truly had the opportunity to discover the country."

Lisa Feldman has joined the UC Berkeley Change Management team as the outreach and engagement lead for the new Student Information Systems (SIS) project to integrate 80+ systems used by students, faculty, and staff across campus. The new role

builds on her extensive student services leadership roles and university administration work.

1996 20th REUNION April 29–May 1, 2016



Kira Makagon, MBA96, on a recent trip to the Grand Canyon

Kira Makagon, of Hillsborough, Calif., updates as follows, "Since graduation, I've co-founded and helped lead several tech companies in the Bay Area. I'm currently RingCentral's EVP of innovation, leading global product strategy, product management, engineering, operations, and IT. I enjoy working with young entrepreneurs and mentoring women in tech as a public speaker, blogger, and as an advisor to early-stage companies. This year, I've recently been recognized as one of the Most Influential Women in Business by the *San Francisco Business Times* and the Women of Influence by the *Silicon Valley Business Journal*, as well as the Golden Bridge Business and Innovation Awards. In my free time I enjoy traveling, skiing, reading, and spending time with my family."

Our Defining Principles
Beyond Yourself

Tony Talarico, of San Francisco, Calif., writes, "All is well on the career front, though I recently shifted

gears. After 15 years of delivering systems of record for entertainment industry clients, I am now helping deliver systems of engagement and cloud-based analytics solutions for heavy industrial clients.

"My wife, Phuong, and daughter Yvonne keep me smiling every day. Last year, we visited Phuong's family in Vietnam, and this summer we will vacation in D.C. and New York. Like me, the girls prefer city life! We caught up with **Nakyang Seong** when he visited from Korea in 2013, but I haven't connected with any other Haas classmates for a long time. I would love to re-connect with any of the MBA Class of 1996 and get caught up on what you are doing."

1998



Ravi Shankar, MBA 98

Ravi Shankar, of Cupertino, Calif., announces, "I recently joined Denodo Technologies as its chief marketing officer. Reporting directly to the CEO, I will be responsible for Denodo's global marketing efforts, including product marketing, demand generation, field marketing, communications, social marketing, customer advocacy, partner marketing, branding, and solutions marketing. My team is based in the U.S. and Spain. I am thrilled to join Denodo and will

leverage my expertise and past experience to help further drive revenue growth and position Denodo as the absolute leader in the data virtualization market."

Srivats Srinivasan, of Clyde Hill, Wash., reports, "My little startup know'N'act is growing up! We're in our second year and our second round of financing. Work is crazy but in a clichéd good way. This ride has been more fun than my first venture.

"Seems hard to believe but our two kids are moving into high school and middle school. To fill the gap of a little one at home, we've brought home a puppy, who has promptly established himself as the center of the family! Rupal is continuing her work as docent at the Seattle Art Museum. Visiting Greece this summer—would love to see classmates if anyone is there."

Brian Stone forwards the following news: **Brian Stone 98**, **Tom Hardy 99**, and **Dan Israel 01** were part of the initial team that launched Vlocity, Inc. in summer 2014. Brian leads marketing, Tom leads the communications product, and Dan leads the public sector industry. Vlocity is the first company to build multiple industry-specific cloud and mobile apps on the Salesforce Customer Success Platform. The company has grown to 85 employees in six countries in its first 12 months and just raised \$42.8M in financing from Salesforce Ventures and Accenture.

1999

Joao Adao, of Buenos Aires, Argentina, announces, "I am now in the third year of leading

Haas Alumni Notes

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

MBA cont.

an exciting transformation at hibu in LatAm, helping SMEs find customers, migrating from what was originally the traditional Yellow Pages directories, to a comprehensive digital offering now including websites, Google AdWords campaigns, online directories, and display banners. A complete cultural, product, and market transformation, which is very challenging but a lot of fun!

"Tatiana and I recently welcomed beautiful Anastasia, born December 2013, and her older sisters Luna and Alexia are completely in love with the new addition to the family!"

Tom Hardy See **Brian Stone**, MBA 1998 notes.

Ted Hartnell, of Shanghai, China, writes, "I've managed to join eCommerce data with Market Simulation. Now developing a 'scientific strategy' (developing a strategy based upon data, analytics, and science) that is quick and painless. Finding the profit-maximizing price for all your online products is as easy as pushing a button! It's an exciting time. Loving Shanghai. We'll be here



Ted Hartnell, MBA 99, with three generations: his parents; his wife, Song; and their kids, Sydney and Aidan

until the kids are ready to attend UC Berkeley."

2000



Chris Bryan, MBA 00

Chris Bryan, of San Diego, Calif., [is] leaving health care after 20 years. Chris is now the executive director of EducationFirst.org, a nonprofit he started at age 23 that now services seven U.S. cities. The organization provides college scholarships and mentorship to low-income youth who see higher education as a way out of generational poverty. Nominated for the Livesay Award for Social Change, Chris matches companies and individuals who want to sponsor students who are often the first in their families to go to college.

Patrick Feely owns Art Tile at 4336 Broadway, Oakland, CA, 94611.

Pascal Hoffmann, of Oakland, Calif., writes, "It was so fun to reconnect with MBA 2000 classmates during the 2015 Haas Reunion!! Thank you to those who made the trip from far away and to Haas for organizing a terrific weekend!!"



Riichiro Metoki, MBA 00

Riichiro Metoki, of Tokyo, Japan, reports, "This April, I was promoted to director, sales and managing executive officer at CONEXIO Corporation, one of the largest mobile phone distributors in Japan. The company sells 3 million mobile phones and tablets a year to consumers through retail stores and to large/medium business customers. I am responsible for sales and marketing, leading about 6,000 staff members.

"My daughter got married in May. She is 25 years old. She was 10 years old when we were in Berkeley," he adds.

Atsushi Sakahara, of Kyoto, Japan, announces, "I started directing a film. This is my first feature documentary, aiming for Berlinale 2016 and the Oscars 2016. Swing big when you swing."

2001 15th REUNION
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Our Defining Principles
Students Always



Jennifer Barron, MBA 01, and family

Jennifer Barron, of Oakland, Calif., announces, "My husband, Michael, and I welcomed a son, Samuel Walker Malione, to our family on March 19, 2015. He is joined by big sister Annabelle. I will be home until August then returning to an independent consulting gig at CSAA Insurance Group in Walnut Creek."

Dan Israel See **Brian Stone**, MBA 1998 notes.

2002



Emilie Cortes, MBA 02

Emilie Cortes, of Bend, Ore., was awarded the 2015 Bend Chamber of Commerce Entrepreneur of the Year award for her business, Call of the Wild Adventures, Inc. She was also asked to serve as the 2015 commencement speaker for the OSU-Cascades graduation in Bend. She has continued to deepen her

ties with her community by serving as a judge for the Bend Chamber of Commerce's inaugural Women of the Year awards, renewing the Adopt-a-Park project at Smith Rock for another year, and receiving a four-page spread in the *March Bend Chamber Journal*.

She received her Professional Climbing Guides Institute (PCGI) Top Rope Guide (TRG) certification. She'll be running rock-climbing trips for women at Smith Rock State Park, a world-class climbing destination in Central Oregon. Her trip in the fall was recognized by TrailblazerGirl.com for being a unique offering in the adventure travel field. Emilie continues to return to the Bay Area frequently and recently spoke for Professor Kellie McElhaney's undergraduate Women in Business class, as well as for the Financial Women's Association of San Francisco in Oakland.

Dan (Pine) Firepine, of Berkeley, Calif., writes, "I'd like to make connections and get introductions in the health care accelerator and investment space. I have achieved success in the divergent areas of investing and medicine



Dan Firepine, MBA 02, with son, Tyler (8), wife, Jennifer, and daughter, Fiona (9)

and have decided to act on integrating the two. "Just back from New Orleans Jazz Festival, probably about the 15th time to that fun city."

Uri Man, of Miami, Fla., updates as follows, "Joined Crystal Lagoons to lead the company's expansion in the United States. Crystal Lagoons can transform any destination into an idyllic beach paradise. The company's unique concept and cutting-edge technology provide an unlimited size lagoon amenity, surrounded by picturesque sandy white beaches. Low construction and maintenance costs provide a unique recreational and water sport amenity that can be enjoyed by the whole family and, most importantly, provide real estate developers more value than traditional amenities (www.Crystal-Lagoons.com)."

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Confidence without Attitude

will be published by China CITIC Press in May 2015."

2003

Scott Cheeseman, of Sonoma, Calif., reports, "Five years ago I stepped away from the world of real estate development to take the helm of Pinnacle Stone and Tile, a construction company based out of Fairfield, Calif. This February, we successfully completed the sale of the company to a strategic buyer in the space, Residential Design Services of Anaheim, Calif. While it was difficult to get the company pointed in the right direction, I am pleased with the outcome for the company's investors, and I am looking forward to my next challenge."

Adam Goldworm, of West Hollywood, Calif., is executive producing *Hood* with Jerry Bruckheimer at Sony Pictures. His film *The Last Witch Hunter* starring Vin Diesel and Michael Caine premieres on October 23. Goldworm has also been busy producing a string of Bruce Willis' action movies at Lionsgate including *Extraction* and *Vice*.

Jihong Sandeson, of Beijing, China, announces, "I have conducted business innovation research in China for the past two years; as a result, my new book, *The Ear of Everyone: Solution for the New E³ Economy*,

2004

Will Doolittle, of San Francisco, Calif., updates as follows, "Last year I left SuccessFactors/SAP and plunged back into startup life as VP of product at Inklings, an enterprise solution for creating and publishing mobile content. Helping build a broad platform and articulating its benefits for different markets has been a great workout for the MBA side of my brain!"

Steven Egli, of Mill Valley, Calif., was promoted to managing director at Sandler O'Neill & Partners, LP in December of 2014. Steve has worked for Sandler O'Neill since graduating from Haas and has been advising financial institutions on mergers and acquisitions, debt and equity offerings, and other strategic matters for the last decade. He is based in the firm's San Francisco office and resides in Mill Valley, Calif., with his wife, Sarah, and their two young children.

Martin Huffmann, of Buenos Aires, Argentina, reports, "At the end of 2014, I joined Intiza as business development manager. Intiza provides a cloud-based accounts-receivables solution for corporations and small business. We already have customers in more than 15 countries and manage almost US\$1 B."

Sherwin Wang was promoted to head of China Globalization Office, Qualcomm Mobile Semiconductor Division.

2005

Giambattista Selvaggi has joined McKinsey & Co. in the operations practice. He will be based in San Francisco,

Calif., where he has lived for more than a decade.

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Paul Anderson is a former management consultant and global business development professional seeking new opportunities.



Putri Pascualy, MBA 06

Putri (Sugun-do) Pascualy, of Newport Coast, Calif., writes, "Hello all! I'm still at PAAMCO, managing alternative portfolios for leading global institutions. My recent projects include publishing a book, *Investing in Credit Hedge Funds* (McGraw-Hill) and further building alternative fixed-income solutions to help institutions manage their duration risk while generating attractive long-term returns. I consider myself fortunate to work with these clients as well as to serve as an industry expert to the media including the *Wall Street Journal*, *MarketWatch*, *Bloomberg Business*, and *US News and World Report*. Most of all, I'm very pleased to have opportunities to come back to Haas as a guest lecturer!"

Our Defining Principles
Students Always

2007



John Donovan, MBA 07

John Donovan, of San Francisco, Calif., reports, "After seven years of splitting time between medical practice and business development in the life sciences, I started my own company, Concentric Analgesics, Inc., which is developing a novel therapeutic for postoperative pain. Combining my interests

in 2014. Paul has been a great addition and he's been keeping us busy!"



Michael Svatek, MBA 06

Michael Svatek, of Austin, Texas, writes, "Started a software business generating high-definition photo and video content for brands—Rivet. I'm enjoying the entrepreneurial ride now that we've raised funds and are signing some wonderful customers like Estee Lauder and Viking Cruises. Hope to work alongside a number of you in the future. Go Bears! mike@rivet.works."

Our Defining Principles
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Haas Alumni Notes

Join our LinkedIn group at [haas.org/exclusive-LI-group](https://www.linkedin.com/groups?gid=11111111)

MBA cont.

in anesthesiology and entrepreneurship into a single pursuit has been an amazing opportunity."

2008

Stephan Krajcer, of São Paulo, Brazil, sends this news: "My wife, Fabiane, my bigger daughters Catarina and Vitoria, and I are proud to announce the arrival of our little girl Jade.

"She was born last December and brought more happiness and joy to our lives!"

Grant Olsen, of San Diego, Calif., writes, "Advising two great startups: B-SchoolGraduates.com makes it easy to search, discover, and connect with other top MBA graduates and their offerings. Think 'LinkedIn meets Yelp' for business offerings from the graduates of the top 25 MBA programs. GetApplr.com is the best way to discover new apps using your friends' recommendations."

Matt Rhodes continues as vice president of investor relations and corporate FP&A for Intuit in Mountain View, Calif., which he joined in 2010. He is also an advisor and board member for Pine Street Software, developer of Engage, a cloud-based service designed for CPAs and the electronic practice environment.

Menaka Shroff, of San Francisco, Calif., announces, "I recently joined BetterWorks to lead marketing, and it was great to host our first event, Goal Summit,

attended by 300 executives with speakers such as John Doerr and John Maeda. It's the first event of its kind where the focus was on driving operational excellence. The best part was that I got to hang out with a few executives who graduated from Haas!"



Menaka Shroff, MBA 08, kicking off Goal Summit 2015

Michael Thomas, a seasoned trial lawyer says, "I am passionate about labor and employment law and helping businesses flourish by unleashing the potential of their workforces through creativity, innovation, and sound labor and employment practices. As both a plaintiff's and management attorney, I litigate on individual and class discrimination, harassment, discrimination, ADA violations, traditional labor disputes, and claims. I regularly counsel businesses on regulatory compliance, overtime, wage and hour disputes, leave requests, and union issues.

"I have a yoga certification from the Niroga Institute, which focuses on yoga, mindfulness, and meditation to heal the mind and body and to increase focus and emotional intelligence. I am also a Restorative Justice Facilitator. The aforementioned skills allow me to understand client problems, come up with effective and creative solutions

that meet litigation and business needs, and assist clients in overcoming limiting beliefs regarding what is possible. My goal is to inspire clients to not only be sustainable but to flourish."

Iris Wedeking, of Oakland, Calif., has been associate director of brand insights for over a year at The Clorox Company. She originally joined as associate global insights manager in 2008 and was promoted to global insights manager in 2011. She also founded Camp Kesem in 2000, a nationwide community, driven by passionate college student leaders, that supports children through and beyond their parent's cancer.

James Wu, of San Francisco, Calif., updates, "**Matt Kelso, MBA 09**, and I are co-founders of MonJa (www.monjaco.com), an investment analytics startup for marketplace lending. We joined this disruption of traditional banking by helping investors make better decisions.

"In other news, my wife and I had our second child, whom I delivered at home—unexpectedly."

2009

Morgan (Eckles) Bernstein, of San Francisco, Calif., announces, "**Matt** and I welcomed our second child and first son, Hunter Alike Bernstein, on December 3, 2014. Big sister, Dillan, is thrilled to have a play buddy (aka jungle gym) and we're looking forward to the days when they can keep each other entertained in the mornings while Mom and Dad sleep!"



From left: Dillan Bernstein, Morgan Bernstein, MBA 09; Matt Bernstein, MBA 09; and Hunter Bernstein

Gary Duong recently moved back to California, joining Game Show Network as director of digital marketing. Previously, he worked for The Madison Square Garden Company in New York.

Matt Kelso See **James Wu**, MBA 2008 notes.

Michael Lee, of Cambridge, Mass., reports, "In 2013, after four years as a management consultant, I started a doctoral program in management at Harvard Business School. I study the role that self-management plays in organizational life and how it can be leveraged to foster deeper flourishing. One stream of my research explores the self-regulatory abilities that are needed for individuals and teams to collaborate more effectively and achieve higher performance. Another stream of research examines post-bureaucratic organizational structures (e.g., less hierarchical, self-organizing) and examines how they enable organizations and individuals within them to thrive. I am loving the academic life and the ability to explore important organizational issues in a deeper way.

"In 2012, I married

Holly Shelton, also a Haas 2009 MBA, in her beautiful hometown of Ketchum, Idaho!"

Will Wright, of Birmingham, Ala., notes, "Since 2013, I have been working on Pack Health (www.packhealth.com) with the goal of finding a low-cost, highly effective way to help patients with chronic diseases find and access better health care. We're getting great lift and scaling our model in Alabama, as well as nationally and internationally. It is exciting to put the skills I've learned at Haas to work, and I'm especially grateful to professors like Kristi Raube and Kim MacPherson for my 'out of the blue' questions. Whitney and I have also been blessed with a little daughter. Vivian is 8 months old and a ton of fun."

2010



Marissa Drouillard, MBA 10, in Cape Town, South Africa

Marissa Drouillard, of San Francisco, Calif., reports, "After graduating from Haas, I embarked on a new career path that led to many adventures on the African continent, new friends, and a tremendous amount of learning. But I am now back in San Francisco and am pleased to share more about my latest gig leading investment advisory at Caribou Digital (cariboudigital.net), which specializes in building inclusive digital economies in emerging markets.

"On April 16, along with our partner Goodwell Investments, we launched a new platform at Skoll World Forum that will channel funding and support to catalyze the growth of inclusive digital businesses, ecosystems of support, industry dynamism, and the next generation of technology leaders in Africa. If you have questions about the technology sector in Africa or want to hear more about what we're up to, drop me a line (marissa@cariboudigital.net). Go Bears!"

Jeffrey Hale, of Washington, D.C. announces, "In March, I left my tech job in San Francisco to take a job with the U.S. State Department. I'll be a Foreign Service officer, posted in U.S. embassies around the world, focusing primarily on international economic issues. My first two-year assignment will be in Port of Spain, Trinidad and Tobago."

Atsuki Kajitani, of Tokyo, passed away June 1 after an accident in Santiago, Chile, where he had been living and working for Mitsui &

Co. Atsuki was a man of smiles and full of energy. He loved playing soccer, skiing, and golfing and fully enjoyed his two years at Haas with his family and friends. While a student, he studied very hard, especially in marketing, O&B, and M&A, strengthening the foundation for his brilliant career after Haas. He successfully organized and closed a significant investment project in Chile and furthermore led the post-investment management locally. In extracurricular activities, he was a captain of the Haas Soccer Club and trained classmates to win in the UCLA soccer tournament. He also led the 2009 Japan Trek that is remembered fondly by his classmates.

He is survived by a wife and daughter and will be dearly missed by the MBA Classes of 2009 through 2011, the Haas Japanese community, and all who knew him as a Berkeley-Haas student.



Atsuki Kajitani, MBA 10

Sanjay Krishnan, of Foster City, Calif., writes, "I'm at Google scaling the speed and quality of innovation in consumer electronics through OS and hardware partnerships with Google's open source platforms: Chrome and Android."



The Berkeley-Haas Chilean Chapter team that played in the third annual MBA Alumni tournament in Santiago, Chile. Upper row: Santiago Cilley, MBA 01; Leonardo Butler; Macario Valdes, MBA 11; Marcelo Vasquez, MBA 02; Felipe Camposano. Lower row: Renato Daziano, MBA 04; Manuel Matheu, MBA 04; Pedro Kudrnac, MBA 10; and Alejandro De Giorgis, MBA 09, all joined by Santiago's kids.

Pedro Kudrnac, of Santiago, Chile, reports, "The Berkeley-Haas Chilean Chapter played the third annual MBA Alumni tournament in Santiago, Chile."

Carlos Lievano, of Luxembourg, announces, "Last year I started a new job as senior marketing manager with Amazon in Luxembourg. I joined our classmate **Lauren Stark** and her team there! I also got married to Alba Gonzalez, a smart and beautiful Colombian woman whom you must meet, and we moved together to Luxembourg."

Jorge Machado is celebrating his promotion from engagement manager to associate principal at McKinsey & Company, based in New York City.

John Pavolotsky, of San Mateo, Calif., reports, "I am starting year three at Intel, where I provide legal support to its Technology and Manufacturing Group."

Angel Lopez Samartino, of Madrid, Spain, has launched the .Ozone Drive Electric Road Show to accelerate the adoption of zero

mobility in Hawaii? Support .Ozone Drive Indiegogo crowdfunding campaign 'Connecting islands to electric cars' at <http://igg.me/at/ozonedrive>."

This campaign has been launched with the support and direct involvement of the International Business Development Program at Berkeley-Haas.

Derek Suzuki sends this note: "My wife, Orlanda, and I enjoyed a stroll in the Brooklyn Botanic



Derek Suzuki, MBA 10, and wife, Orlanda, enjoying a stroll among the cherry blossoms in the Brooklyn Botanic Garden with daughter, Madalena, who was born on Jan. 27, 2015.



Angel Lopez Samartino, MBA 10

emissions mobility worldwide. Currently, .Ozone Drive facilitates electric vehicle experiences in the Mediterranean islands, but the company aims to have a global impact. "Would you like to enjoy electric

Garden with our daughter, Madalena, who was born on Jan. 27. The cherry blossoms were in full bloom."

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Laurie Peterson, of Oakland, Calif., announces, "My new toy startup Build & Imagine has received several honors, including The National Parenting Seal of Approval and the Dr. Toys 'Best Classic Toys' award for re-imagining the classic dollhouse as a building toy (www.buildandimagine.com)."

Haas Alumni Notes

MBA cont.

2012

Christian Dambolena, of Brooklyn, N.Y., joined CA Technologies as senior director of corporate strategy. Before, he was a senior consultant at L.E.K. Consulting. CA Technologies offers software and solutions to help customers thrive in the new application economy.



Ran Haimoff, MBA 12

Ran Haimoff, of Berkeley, Calif., reports, “After almost three years at Deloitte Consulting, where I was a manager leading teams on strategy engagements in the tech sector, I am joining DocuSign as a value engineering principal, where I will be leading cross-functional teams on high-profile engagements. DocuSign is a San Francisco- and Seattle-based company that provides electronic signature technology and digital transaction management services, helping companies keep processes 100 percent digital from start to finish to accelerate transactions, reduce costs, and delight customers, partners, suppliers, and employees.”



Sandeep Singh Kohli, MBA 12

Sandeep Singh Kohli

joined Piston Cloud Computing as a senior director of marketing. Piston democratizes big data and cloud application infrastructure software for everyone.

Kevin Krause became director of microbiology for Achaogen, located in South San Francisco, Calif. Achaogen addresses unmet medical needs caused by bacterial resistance to antibiotics.

Monish Sharma joined PwC in technology advisory.

Stephanie Tsai was promoted to senior product manager for San Francisco-based One Kings Lane. She originally joined in 2012 as relationship marketing manager. One Kings Lane is an e-commerce company that sells top-brand, designer, and vintage home furnishings.

Genevieve Wang, previously senior director of product management for Brightidea, has been promoted to vice president of product.

2013

Luke Ahn and **Elie Youngsun Hong** got married in March 2015 in Seoul, Korea. They attended the same cohort, have been best friends, and started a new chapter of their life. Luke is

CEO of a mobile application company, Fronto, in San Francisco. Elie works as business intelligence manager at Symantec in Mountain View.



Elie Hong and Luke Ahn, both MBA 13

Oscia Wilson announces, “My husband and I welcomed our first baby into the world on May 14. Emmylou Saoirse Wilson made her debut, weighing 7 pounds, 1 ounce, and in robust health.”



Oscia Wilson, MBA 13, with Emmylou Saoirse Wilson

2014

Molly Bode (MBA/MPH) sends this news: “Moved to Boston in January to work for the Massachusetts governor’s office! A small contingent of 2014 Haasies is growing out here, including **Annie Murphy** and **Alana Tucker**, who are also MBA/MPHers, so let us know if you are popping through for a visit!”

BCEMBA

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2007

Mark Bachleda, of Charlotte, N.C., has been appointed general manager of Czech Republic for Amgen, Inc., based out of Prague, starting July 2015.

Ronald Baldwin, of San Francisco, Calif., announces, “Recently acquired two skilled nursing health care facilities in Hayward, Calif. Also entered letter of intent with nationwide acute rehabilitation hospital corporation to develop Marin County property into a 40-bed acute rehabilitation hospital. Licensing of a fourth facility in Alameda still pending, very slow process to start from scratch. All in all, it is shaping up as a great year after several years getting off the ground. The joys of entrepreneurship abound. I continue my volunteer work with Legal Services for Entrepreneurs, a program sponsored by the California Bar Association.”

2010

Matthew Cooper writes, “I am pleased to announce Carmenta Bioscience has been acquired by Progenity, a large diagnostics company. This transaction is the result of a ton of hard work by many people, including classmates from Haas (see the article in the Fall 2013 issue of BerkeleyHaas: <http://haas.org/carmenta>). I cannot articulate how excited my family, co-workers, and I are and how appreciative we are to those who supported us over the past couple years. Things like this

do not happen without the strong support of friends, family, classmates, and colleagues. I will serve as chief scientific officer for Progenity and will lead scientific strategy for the company.”



Christopher Fong, BCEMBA 10, on his last day at Google

Christopher Fong

, of San Francisco, Calif., writes, “There’s never a good time to leave Google, especially after 8.5 years and in a role working with venture capital firms and startups across different Google product areas to help these startups be successful. I left in April to co-found my startup in San Francisco and it’s been an amazing ride so far. The Haas community has given tremendous support already. Thank you to all Haas alums, staff, and faculty that have helped make it such a seamless transition.”

Tracy Saxton, of San Francisco, Calif., reports, “I recently joined the Roche Venture Fund, where I will be making investments in early-stage biotechnology companies discovering and developing novel therapeutics.”

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April 29–May 1, 2016

2013

Patrick Muggler, of Palo Alto, Calif., announces, “Founded Ambit Networks and launched an Indiegogo campaign. Check out: igg.me/at/ambygear or www.ambygear.com. First product is AmbyGear: the first kid’s smartwatch that combines safety and fun. AmbyGear allows children to be independent and physically active and helps them learn life lessons while creating a safe environment. AmbyGear’s ecosystem brings ‘peace of mind’ to families, whether they are on vacation or at the mall. AmbyGear provides an experience in a connected world that is non-intrusive and not all-consuming, providing parents better control of how their children use technology.”



Patrick Muggler, BCEMBA 13, with his newest products

2014 EMBA 1st REUNION
April 29–May 1, 2016

PhD

1986

Cathy Goodwin, of Philadelphia, writes, “Fighting retirement! After many years as a marketing professor, I now work online at CathyGoodwin.com, saving owners of small businesses from the predators lying in wait in the Internet jungle ready

to gouge them on web development. I specialize in websites and white papers, working from home with clients all over the world.

“I have a dog and two cats, all seniors adopted from shelters who have no idea how lucky they are! Since moving to Philly, I volunteer with the animal shelter (mostly via computer). In the last couple years, I started doing standup comedy at open mikes around town and it’s going well! After years of teaching, it’s not really that different from entertaining a class, except you don’t have to watch your language and the audience doesn’t get graded. Sometimes I wish they did. Thinking about looking for some speaking gigs, too. Last year I took an amazing vacation—Greece, Italy, and Croatia—next year I want to get away for a couple weeks in winter. Suggestions welcome.”

1993

Eduardo Canabarro

, of New York, N.Y., reports, “I have worked in Wall Street since I graduated from Haas. Currently, global head of risk modeling at Morgan Stanley since 2007. It has been an amazing 22-year journey through the changes of the financial



Eduardo Canabarro, PhD 93 (second from right), with family Michael, Matthew, and Carla

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Jo Ilfeld, PhD 04, with her husband, sons Adin and Nathaniel, and daughter, Miriam

industry. When I was at Haas, I used to see Fed Chair Janet Yellen all the time in Barrows Hall. She is doing a terrific job with the Federal Reserve.

“My wife and I immigrated to the U.S. in 1988. We both attended UC Berkeley. We have twin sons who just started high school. We would love if they were to study at Berkeley too. Our friends often ask us why we never taught Portuguese to them, our native language in Brazil. We respond with one excuse or another but the reality is we intentionally burned the bridges; life moves forward and America is the best, most amazing country to live, work, and build family and the future.”

2004

Jo Ilfeld, of Berkeley, Calif., updates, “Since finishing my PhD program at Haas, I’ve started and sold one business.

Now I’m doing executive and leadership coaching and consulting through my own company: www.SuccessReboot.com. I work with high potentials and leaders throughout the Bay Area (and beyond) who want more influence and growth in their organization. The work is incredibly rewarding and diverse and I’ve been fortunate enough to be able to do some professional development talks and webinars with Haas MBAs and alumni this year. It’s great to give back to the Haas alumni community. I’m always honored to bring these workshops to local Bay Area companies with Haas alums if there’s interest.

“On the personal front, this was a big year for my family as my oldest son got Bar Mitzvah’ed. I never knew how much work this was until this year. Luckily, I have another few years before my next son’s turn is up. Otherwise, life seems to be speeding by with three children in grade school. I love reading in this column about the adventurous personal and professional things other alums are doing!”

2015

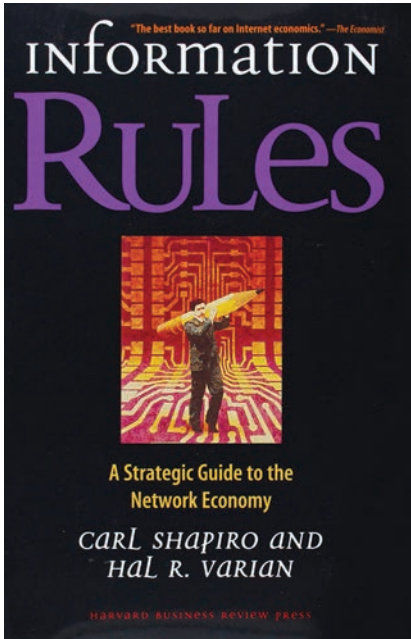
Minah Jung, of Berkeley, Calif., announces, “I will be joining the marketing department at the Stern School of Business, New York University, as an assistant professor.”

In Memoriam

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Nancy Gwerde Newell, Friend

Haas Personal View

Professor Carl Shapiro



Information Still Rules

The book that continues to influence the information age—sixteen years after its publication

“Technology changes. Economic laws do not.”

Hal Varian and I put that pithy statement on the very first page of our book, *Information Rules: A Strategic Guide to the Network Economy*, back in 1999. Lest there be any doubt about our message, we added:

“The thesis of this book is that durable economic principles can guide you in today’s frenetic business environment.”

How did that work out? Pretty damn well, I’d say. Sure, our book, written in 1997 and 1998 and published in 1999, rode the crest of the dot.com boom. Some found it a bit stodgy, since we refused to endorse the idea that a “new economics” was needed for the “new economy.” But the book was very well received by business executives and by those teaching in business schools. More telling, *Information Rules* remained popular after the tech crash of 2000–2001, unlike virtually all of the similar titles of that era.

Why? Because the topics we covered are central to competitive strategy in the information age: how to set prices for information goods, how to create different versions of information goods, how to manage copyright in the digital age, dealing with lock-in and switching costs as a supplier and as a buyer, and especially this one: navigating the tricky cross-current in industries where networks play a central role in creating value.

We did not foresee the rise of Facebook or Uber, but we were able to draw on an extensive body of research on “network effects” to guide managers in the emerging social networking sector. We did not foresee the rise of the iPad, but we were able to use the examples of Microsoft and Intel and Adobe to illustrate how “platform” strategies can create enormous value by drawing together a network of application developers and users. We did not foresee the smartphone patent wars, but we were able to identify lurking problems associated with patents that are essential to practice industry standards. We did not foresee the rise of “big data,” but we were able to draw on the experience of the content and advertising industries to identify the extra value created by *targeted* advertising.

Plus, well, I got lucky: Hal Varian became the chief economist at Google in 2002. From that perch, he was able to accelerate the adoption of many of the strategy ideas found in *Information Rules*. Now, in 2015, Microsoft, eBay, and Amazon all have chief economists too. So:

Information still Rules.

Carl Shapiro is the Transamerica Professor of Business Strategy at Berkeley-Haas and the co-author, with Hal R. Varian, of *Information Rules: A Strategic Guide to the Network Economy* (Harvard Business Review Press, 1999).

Shapiro served as a member of the President’s Council of Economic Advisers during 2011–12. Two years prior, he was the deputy assistant attorney general for economics at the Antitrust Division of the U.S. Department of Justice; he also held that position during 1995–96. From 1998 to 2008, Shapiro served as director of the Institute of Business and Economic Research at UC Berkeley. He has been editor and co-editor of the *Journal of Economic Perspectives* and a fellow at the Center for Advanced Study in the Behavioral Sciences, among other honors. Shapiro earned his PhD in Economics at MIT in 1981, taught at Princeton University during the 1980s, and has been on the Berkeley faculty since 1990.



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