Join us for **Haas Homecoming**

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

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**The Berkeley-Haas Defining Principles**

ripple far and wide

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**Students Always**

**Beyond Yourself**

**Confidence Without Attitude**

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**Question the Status Quo**

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**4 WOMEN OF SILICON VALLEY**

From entrepreneurship to venture capital, Haas women have major influence

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**6 NEED FOR PRESTIGE**

Is wanting high social status a fundamental human motive?

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**5 NETWORK POWER**

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

The Ripple Effect of Culture
It’s been five years since Berkeley-Haas launched its Defining Principles and codified our long-standing culture. Here, a look at how this initiative has spread, both within the Berkeley-Haas community and beyond.

The Gift of Mobility
Former Levi Strauss executive Mel Bacharach, BS 48, provides disabled access for Haas and Cal students.

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...

Question the Status Quo
Confidence Without Attitude
Students Always
Beyond Yourself

MBA Classes 2010–2015
Are eligible for 2 free days of Executive Education within 5 years of graduating.

In Memoriam

Alumni Notes

Personal View
Professor Carl Shapiro on how Information still Rules

Product Management
October 5–9, 2015
Faculty Director: Sara Beckman
Ideal for: Product Managers, Directors, and VPs of Product Management

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Learn more:
www.executive.berkeley.edu
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 alumnus for distinguished service to his or her country.

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.

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.

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 UC Berkeley as a premier hub of education and research on all topics related to crowdfunding.

Crowdfunding democratizes access to investors and funding, but what does that mean for finance? Enter CrowdBerkeley, a new center of excellence 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.
Big Data Deal

Berkeley-Haas' Leahter Gerard LaBlanc 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 alumna Marina Gracias, BS 80, MBA 99, managing director of financial services at Accenture. This spring, LaBlanc 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.

Valley Women

Three alumnae honored for Silicon Valley work

Anita Gardyne, BA 86 (Economics), MBA 88, is on a roll. In May, Onova, the company she co-founded with her husband, won best startup of Silicon Valley at the 2015 Startup Conference in Redwood City. Onova is a concierge car 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, Onova was among six 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 PwC 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 loading 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 Kellor Williams Realty, and Kira Makagon, BA 94 (Computer Science), MBA 96, executive VP of innovation at RingCentral.

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 EZ4 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

By the Numbers

Profile: EMBA Class of 2016
Berkeley MBA for Executives

- 69 Class size
- 36 Median years of work experience
- 30% Percentage living outside the Bay Area (including Colorado, Idaho, Louisiana, New York, New Jersey, Texas, Mexico, and China, among others)
- 5 Pilots (helicopter, commercial, jet aircrafts, and unmanned airplanes)
- 1 Former CIA employee fluent in four languages

Founders Unite

Alumna aims to upset Stanford

When it comes to undergraduate programs producing VC-backed startups, 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. For Lynn, the tech industry is the potential to cooperate with 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 it."
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. Hildebrandt and Laura Howland reviewed hundreds of studies and found that status is something all people crave—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’ 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 high 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 because of its broad relevance. “The desire for status can drive all kinds of actions, ranging from aggression and violence, to altruism and generosity, to conservation behavior for status can drive all kinds of actions, ranging from aggression and violence, to altruism and generosity, to conservation behavior,” 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 0 to 6 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

ILLUSTRATION BY KEN ORVIDAS

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

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 equal step 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 male and female employees changed when they switched and reported to a manager of a different gender.

A subset of switchers—low-performing women who switched to working for a high-performing female supervisor—aced 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.”

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Real-Time Policy
Data from online financial sites can improve policymaking

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 Econometrics Professor Sarah Kaur, and researchers from the University of Michigan and Arizona State University examined more than 51 million transactions over 10 months of some 75,000 randomly selected users of the five mobile payments app. 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 Mackey
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 choose us for culture fit, which they didn’t see among peer schools. Our culture makes those 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 infusing 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
Dean, Berkeley-Haas
lyons@haas.berkeley.edu
@richlyons

Leaders set culture.
Why Berkeley-Haas Culture Thrives

Culture expert and Haas Professor Jenny 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 defined means 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 speak up, 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 collaboration—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.

Principles Drive Gender Equity at Haas

The Defining Principle Confidence Without Attitude drove Kate Benintende, MBA 15, to Haas. “When I arrived, I realized that wasn’t just marketing material, that Haas really is 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’ve 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 initiatives, and produce the kinds of leaders our recruiters want.”

Culture Foreshadows Success

“Not only are the Defining Principles a great fit with Deloitte’s values, they connect almost perfectly. Haas alumni 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.”

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. Questions 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.”
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.

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—so he spent time there. 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 Kahn, Adam Larrimer, and Rohan Thompson, MBA 10s; Jarom Ferlante, 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. 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 150 mentors and 14 supporting companies, including global brands BHP Billiton and Shell Petroleum. KPMG is now considering distributing to the community via a keepsake item.

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

Beyond Yourself

Championing A Diverse Pool of Leaders

Nikiko 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 15s, organized professional trips 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.

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 also gave them to business leaders they meet.

These leaders—even ones who aren’t alumni—have been 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.”

Beyond Yourself Propels Alumni-Founded Companies

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

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.

Alumni-Founded Companies

Here is just a small sample.

- Revolution Foods
- Pact Apparel
- Fair Trade USA
- Back to the Roots
- Healthy, fresh, real food for schools and families nationwide
- Team4Tech
- Revolution Foods
- Pact Apparel
- Fair Trade USA
- Back to the Roots
- 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

Students Always

Beyond Yourself

Confidence Without Attitude

Ripple Effect

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 entitled “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.

Question the Status Quo

Haas Culture Transforms Urban Planners

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When it comes to startups, Jason Wang has a way of falling into success. 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 Collage/Budget 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 Noe’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, DC.

“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-contrasted 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.

“We sell a lot and my tutors 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, Foodie Gusher, and elsewhere. —Mike Rosen
Joy of the Turnaround
Joy Chen, BS '97
Chairman and CEO
H2O Plus, Chicago

As an undergraduate working her way through Cal in the ‘80s, Joy Chen felt she hadn’t taken that course, “I was raised in 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 middle-class background.

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 Dhagg, Mobilenet, Coverity, SpoonRocket, and Kik.

“A lot of what was part of the entrepreneurial gene and that some of us exercised it more than others,” he says. “I want to help people get a chance to do that.” —AS

Primed for Change
Paul Holland, MBA '90
General Partner
Foundation Capital
Menlo Park, Calif.

Paul Holland wouldn’t have accepted the job that launched him 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 entered 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.

“How did I get here? I was raised primed 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.

That kind of logical yet out-of-the-box thinking has earned Chen a reputation as a “sleepy brand” that has not been profitable in several years; “I was just passionate about business,” she says. “I am really passionate about opportunity 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

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.

“They 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 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?’”—Kris Madden-Fy
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 1970, 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 conveyer 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 Levi's 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 Levi 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 for person with disabilities.

When it comes to giving back, Haas undergrads get it. The student benefits they enjoy aren’t magically provided but are justified by consistent student and alumni support. 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 fairs, 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 the amount, giving it three-fold as part of the Beyond Yourself Challenge match, bringing the total to $43,098.

“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, 45 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, who also included Tim Carlson, BS 83; Haas Lecturer Shava Etar (BS 83, MBA 89); Tara Kramlich, BS 03; Prieta Leos BS 01; Dean Rich Lynns, 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 Wie
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.

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

Front row: MarionMcCormick, MBA 85, chairman of the board, Billerige International, and director, Alliance of Chief Executives; Katie Fritts, MBA 14, founder, Underclub; Dirk Freise, MBA 99, founding partner, Shortcut Ventures, Germany; Ian Lee, MBA 10, senior vice president, Chai Ventures. Middle row: Laura Flores, MBA 95, Panama’s Ambassador to the U.N.; Laura Kray, Berkeley-Haas professor emerita; 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 90, CEO, St. Supery Winery (retired) and co-owner, Villa Ragazzi Winery; Alejandro Velez, BS 09, co-founder, Back to the Roots.

Women in Leadership Conference
1. Libby Holman, JD/MBA 15, Carmelina Almario, MBA 15, Adela Sato, Anna Mooya, Julie Berney, MBA 15
2. Ingrid Stewart, MBA 07

Gap Event
3. Roger Guen and Constance Moore, MBA 90
4. Prof. Laura Tyson with Whole Foods Co-CEO Walter Robb

Latin American Business Conference
5. Victor Pucci, MBA 15, keynote speaker; Megan Zoback, Uber; Sebastian Amenabar, MBA 16
6. Fernando Madeira, Walmart.com, and Pablo Bosch, MBA 15

Reunions & Alumni Conference
7. Maura Brachetti and Amr El Meleegy, both MBA 10
8. Hugo Perares and Juan Barreras, both MBA 03
9. Lori Robinson, Andrea Hernandez, and Mark Ross, all MBA 03
10. Cheryl Smirkett, MBA 03
11. Dawn Lyons with Suzanne Pearl Odlin, Emily Watkins, and Cynthia Morrow, all BCEMBA 05/06
12. Tim Campos, BCEMBA 05/06
13. Berk Algan and Steven Hardgrave, both MBA 05

NYC Event: Interview with Alum Ron Taylor
14. Ron Taylor, MBA 59, former Canadian ambassador to Iran
15. Alphonso Darge, MBA 81, CEO, In the Box
16. Frank Hundy, MBA 91, Greg Solomon, BS 82, and Leslie Solomon

Commencement
17. Lee Long, BS 82, retired Rear Admiral and CEO, In the Box
18. John Dinucci, MBA 95, CEO, Bozen

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

Financing Star

Carrie Dolan, BS 76, MBA 97, the CFO of Lending Club, was named 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 $82 million in 2010 to $812 million in early 2015. She also managed the company’s IPO, 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 Wealth, which she helped launch in 2003. Before Schwab, she held a variety of financial management roles in the Charles Schwab Corporation.

Dolan also served as the CFO for the University of San Francisco in 2003. Before Schwab, she held a variety of financial management roles in the Charles Schwab Corporation.

Douglas Wiele, BS 76

Haas Alumni Notes

Alumni News: Accolades & Books

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 security to what to do when the deputy king of Greece hands you a small chocolate crown (kit, 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

In Hypershift, Andre Marquita, M.非常, the executive director of the Lester Center for Entrepreneurship in the Bay Area, and Manuel Subotich, 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 as part of the Lester Center’s brand leadership and unlock vision.

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Three Berkeley-Haas alumni were honored with UC Berkeley Foundation awards recognizing their outstanding volunteer fundraising efforts for the university.

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Advancement and Public Affairs, a national 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 currently serve as the president of the Tahoe Institute for Rural Health Research (www.tifhr.com). TIFHR is developing medical technologies that will targeted health care needs through disruptive technologies,” had a 27-year volunteer career with the American Cancer Society where I served as chair of the California Division and a member of the national board of directors. In addition, was national chair for 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 socially by the president of the Debating Club at Berkeley. “I retired again in 2001 and moved to Truckee, where I currently serve as the president of the Tahoe Institute for Rural Health Research (www.tifhr.com). TIFHR is developing medical technologies that will targeted health care needs through disruptive technologies,” had a 27-year volunteer career with the American Cancer Society where I served as chair of the California Division and a member of the national board of directors. In addition, was national chair for fundraising for the ACS for three years when the society initiated Relay for Life.

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In 2015, he retired from Folsom, Calif.-based in San Jose, Calif.

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In November 2014 and finished seventh year as managing director of paperback in sports fic-
in the 27th International Conference on Technology in Collegiate Mathematics.

He is president of the Berkeley-Haas Las Vegas Chapter and president of the CA alumni chapter, Cal Spirit of Las Vegas. He is also a Haas Partner, Charter Hill Society Member, and Golden Bear Life Member of CA. 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, Ill., reports MBA ’178 notes.

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The real-world tactics are vital for any business website, www. dealmaker-recommendations.com

Lucky Sandhu reports, “Honored to be back in 2015!”

1998 David Olbalt, of New York, N.Y., writes, “In 2001, I started a company called TutorFast, a management consulting firm that provides exception al C-Level, IT, strategy, and operations solutions to help health care providers and payor organizations.”

1996 Scott Orr, of San Francisco, Calif., reports, “In April, I became chief operating officer of Kruise Consulting, a fast-growing startup CFO consulting firm with more than 130 clients. The firm has quadrupled in the last 18 months, which created the need for our CFO to look forward to working with the best and brightest stars in Silicon Valley.”

2009 Varoon Bhagat has been promoted to director of corporate development, for KISSmetrics, as manager of corporate development, he prac- ticed similar roles with SkillSoft and Hewlett-Packard prior to joining KISSmetrics.

2010 Cal Homecoming 5th House on Oct 2-4, 2015 Cal Alumni News 61

Calvin Hovenier, 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!”

2008 Cal Alumni News 60

Todd Osborne, of Santa Monica, Calif., reports, “After several years in Sydney, myself and the fashion retail startup Shoes of Prey are moving headquarter to San Francisco. This follows on the heels of a recent six-store partnership with Nordstrom.”

Patrideau publishes Mba 2006 notes. 2003

Kia Gaines, of Long Beach, Calif., writes, “Recently joined Top Tier Consulting, a management consulting firm that provides exceptional C-Level, IT, strategy, and operations solutions to help health care providers and payor organizations.”

Amy Chou, of Oakland, Calif., reports, “I am starting my first year in the FT MBA program at Berkeley-Haas and ‘very excited to return to N.C. for my summer internship at Charles Lake!”

David Pordes, of San Mateo, Calif., announces, “This will be celebrating my one-year work anniversary at Saphire Ventures, a 1:48:late-stage venture fund located in Palo Alto. I work in the finance department and report to the CFO.”

Jose Antonio Flores, of Berkeley, Calif., updates, “I recently transferred from San Francisco to London for a Prophet, a strategic brand-drive growth consulting firm.”

Sylvia (Guel) Ruiz, of San Jose, Calif., updates, “I was recently named general counsel and vice president, law and human resources, of HXL Inc. HXL is a publicly traded leader in providing provider of aerospace fasteners, consumables, and logistics services globally. HXL also provides oil field services and associated rental equipment from an active footprint across North America.”

Peter Yu, of Hong Kong, announces, “I nearly a decade at Oracle, most recently leading a sales and delivery team covering Asia-Pacific, I have moved back to the Bay area for a new opportunity in the manufacturing services space. I will still be based in Hong Kong but join MuleSoft’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 Hong Kong Valley since our parent, MuleSoft, is based in San Jose.”

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Calvin Hovenier, of San Francisco, Calif., reports, “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!”

1996 Joe Cohen, of Beverly Hills, Calif., recently published The Doomsday Device’s Fun Consequences (Ankerwycke, 2015). The book provides a practical, non-nonsense method for negotiating deals, managing your time, and handling crises, 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.

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In the Back
Berkeley live in Brooklyn, N. Y. “His wife, Orlanda, They are a proud grandfather.

1956 Russell Kalmaroff, of Calgary, Alberta, Canada, is spearheading part of the Edinburgh Global Campus on the part of a handful of major Canadian public re-
sources. He served five terms. I have

1957 The fabricant, of Okinawa, Japan, writes, “Classmate Garrett Vogels note in the spring issue about working with a company selling can-
nabis products brought back memories of the joint MBA thesis that Peter Michael and I wrote. It was done on a survey of attitudes and future plans of our class-
mates, analyzed using a mountain of punch cards, and optimistically titled ‘Cultural and Business World.” We found that Berkeley MBAs were more frequent joint

1967 Stephen Wood retired from Shell in 2004 after a 35-year career in human resources management.

1969 Dean Suzuki announce-


1977 Ray Fry, of Oakland, Calif., updates, “I’m now at Steve and Trish took their RV to Mount Rushmore. This spring they took a 11-day tour of 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 in-

1980 Michaela Rodeno is working on a book update by expanding Bubbles to Bloomrooms.

1978

1981 35th REUNION April 29–May 1, 2016

1982 Louis Grabowski, of Atlanta, Ga., updates, “Sold my interest in a commercial real estate business in 2011, received my doctorate in 2011, and now work for the Kennesaw State Foundation at Mileston: For now at least, all children out of the house.”

1983 Deborah Stein, of New, York, N.Y., writes, “Still enjoying my ca-
rer in the social impact business and philan-

tory space, always

1984 Kim Staking, of Fair-

1985 Mauri Schwartz, of San

1986 Paul DeMuro, a nation-

1987 Bill Haworth, of Cam-

1988 David Sherman, MBA 85

1989 Paul DeMuro, a nation-

1990 Michaela Rodeno is working on a book update by expanding Bubbles to Bloomrooms.

1993 Peter Michael, and June Madalena was born on Jan. 27, 2016, to Derek

1994 Dean Suzuki, MBA 10, and his wife, Orlando, They live in Brooklyn, N.Y.

1995

2000 Lily Carlson and Joe Carlson, MBA 77

2001 Joseph Carlson, of New

2003 Max Oliva SJ, MBA 71

2005 Kim Staking, MBA 87

2006

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

Richard Reeves, of Hillsborough, N.J., writes, “Retired after 35 years in the biotech and medical device industry to spend more time with family. Doing some consulting work for a company I consulted for many years about the MBA program and enjoy the transition. Although this is perhaps coming full circle. The family trips have been wonderful, so much when you live the life you are wasting. What a different Bay Area it is as well biotech-wise compared to New Jersey.

“My son is getting ready to graduate from high school, and my daughter is a degree in EES and my youngest is in 12th grade in high school. My wife has been semi-retired for a decade since starting her own practice and is loving it. Just returned from a business trip to Singapore and our annual trip to the Western national pore of the United States. The family enjoys the outdoors, enjoying the dog. My wife parks with the family, and we are happy to be in the countryside where we have offices in Beijing, Hong Kong, and Shanghai, as well as a broad network of global resources.”

Haas Alumni Notes

MBA cont.

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

Morris Noble, of San Francisco, Calif., writes, “I was named to North- ern 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 Prolig- is, a global industrial real estate company, since 2012. Since the company is headquartered in Singapore, I periodically travel to Japan. I have been working for Proligis, a global industrial real estate company, since 2012. Since the company is headquartered in Singapore, I periodically travel to Japan.”

Frank Hundley, of Fairburn, Ga., announces, “Promoted to vice president and wealth management advisor at Merrill Lynch Wealth Management (formerly Private Client Group). Continued working to help high-net-worth families and small businesses with retirement and invest- ment needs. Transferred to the local Merrill Lynch branch near new home in Philadelphia, where clients are serviced nationally and globally.”

“Philadelphia 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, enjoy- ing Cyprus beaches. The second is helping clients to pric- e-competitive and clinical research projects.”

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2014 20th REUNION April 25–May 1, 2014

2019

Stewart Noyce, of San Francisco, Calif., announces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an- nounces, “I recently graduated from the School of Medicine with Dr. Jason Anselmo, Calif., an-
an exciting transformation at hub in Laslern, 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 Ana- tasia, born in December 2013, and her older sisters Luna and Alvia 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 Simu- lation. Now developing a ‘scientific strategy’ (developing a strategy based on data, analytics, and science) that is quick and painless. Finding the profit-maximizing price for all your online mergers is as easy as pushing a button! It’s an exciting time, living in Shanghai. We’ll be here until the kids are ready to attend UC Berkeley.”

China Bryan, MBA 00

Pascal Hoff- man, of Oakland, Calif, writes, “It was so fun to recon- nect 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!”

Jennifer Barron, of Oak- land, Calif, announces, “My husband, Michael, and I welcomed a son, Samuel Walter Malone, 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 consultant gig at CSAA Insurance Group in Walnut Creek.”

Dan Israel See Brian Stone, MBA 1998 notes.

2001

Richiho Motoki, of Tokyo, Japan, reports, “This April, I was promoted to director, sales and man- aging executive officer at CONEXIO Corporation, the largest mobile phone distributors in Ja- pan. The company sells 3 million mobile phone matches a year to consumers through re- tail stores and to large/ medium business cus- tomers. I am responsible for sales and marketing leading about 6,000 staff members.”

Patricia Olliff owns Art Tilt at 43-06 Broadway, Oakland, CA 94611.

2002

Jennifer Barron, of Oak- land, Calif, announces, “I started directing the Bend Chamber of Commer- cial’s inaugural Women’s New Year awards, renaming the Adopt-a-Park project at Smith Rock Park for another year, and receiving a four-page spread in the March Bend Chamber Journal.”

She received her Professional Climbing Guides Institute (PGI) Top Rope Guide (TRG) certification, she be- came rock climbing guide for women at Smith Rock State Park, a world-class climbing destination in Central Oregon. Her trip to the site was recognized by trilliaGirl.com for being a unique offering in adventure travel field. Emilie continues to return to the Bay Area frequently and recently spoke for Professor Kellie McElhaney’s ‘Women in Business’ class, as well as for the Financial Women’s Association of San Fran- cisco in Oakland.

Dan Fireman, MBA 02, with son, Tyler (8), wife, Jennifer, and daughter, Fiona (9), writes, “Hello Big Horn, I’ve moved from the data world to the movies at Lionsgate. I’m producing a string of movies at Lionsgate in focus. My current film, The Last Witch Hunter, with Jerry Bruck- heimer at Disney, will open October 23. Goldworm and Michael Svatek of Concentric Analgesics, Inc., which is developing a novel therapeutic agent for chronic pain, is an industry expert to the Haas community.”

Adam Goldworm, MBA 06, of San Francisco, Calif, is executive producing a string of movies at Lionsgate in focus. His film, The Last Witch Hunter, with Jerry Bruck- heimer at Disney, will open October 23. Goldworm has also been busy executive producing a software business gen- eral manager. Intiza provides a software business gen- erator to the firm’s San Francisco office and resides in Mill Valley, Ca., with his wife, Sarah, and their two young children.

Martin Hoffmann, of Buenos Aires, Argentina, reports, “At the end of 2014, I joined Intriza as business development manager. Intriza provides a cloud-based account receivables solution for corporations and small businesses. We already have customers in more than 115 countries and manage almost US $1 billion.”

Sherwin Wang was pro- moted to head of China Globalization Office, Qualcomm Mobile Semi- conductor Division.

2005

Giottista 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.

2010

Will Dolittle, of San Francisco, Calif, updates us as follows, “Last year I led SuccessFactors’ SAPAnd partners to startup sales of VP-of-products at Linking, an enterprise solution for creating and publishing mobile content. Helped sell 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 Val- ley, has served as a judge to managing director at Sandler O’Neill & Part- ners, L.P. in December of 2014. Stov 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 stra- tegic matters for the last decade. He is based in the firm’s San Francisco office and resides in Mill Valley, Ca., with his wife, Sarah, and their two young children.

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in anesthesiology and the electronic practice designed for CPAs and a cloud-based service corporate FP&A for Intuit Matt Rhodes recommendations. "Discover new apps MBA graduates and their connect with other top top.

Stephan Krajcer recently joined Cisco, Calif., Berkeley "She was born last Menaka Shroff, MBA 08, kick Haas 2008 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 feedback and scaling our model to help patients with chronic illnesses nationally and internationally. It's exciting to put the skills I've learned at Haas to work, and to also be socially grateful to professors like Kristi Paulus and Kim Mack-Parron for your out-of-the-blue questions. Whitney and I have also been blessed with a little daughter. Livian is 8 months old and a ton of fun."

Gary Doong 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 gave James Wu, of San Francisco, Calif., updates, "Matt Kelso, MBA 08, and I are co-founders of Monla, (www.monla.com), an investment analytics startup that is up for marketplace lending. I joined this disruption of traditional banking by helping investors make better decisions. "In other news, my wife, Lina, and I had our second child, whom I delivered at home—unexpectedly." Michael Thomas, a sea-connect to all lawyer says, "I am passionate about labor and employment law and helping businesses flourish by un-leashing 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 certifica-From left: Dianan Bernstein, Morgan Bernstein, MBA 09; Matt Bernstein, MBA 08 and Hunter Bernstein... Haas Alumni Notes Beyond MBA cont. "I am really looking forward to the days when we can keep each other entertained on the mornings while building a loving and dedicated family." Dianan Bernstein, MBA 08, CPFR, In Cape Town, South Africa. From left: Dianan Bernstein, Morgan Bernstein, MBA 09; Matt Bernstein, MBA 08 and Hunter Bernstein... for San Francisco, Ca." in anesthesiology and the electronic practice designed for CPAs and a cloud-based service corporate FP&A for Intuit Matt Rhodes recommendations. "Discover new apps MBA graduates and their connect with other top top.

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attended by 300 execu-tives with speakers such as John Doer and John King. I am really looking forward to the days when we can keep each other entertained on the mornings while building a loving and dedicated family." Dianan Bernstein, MBA 08, CPFR, In Cape Town, South Africa. From left: Dianan Bernstein, Morgan Bernstein, MBA 09; Matt Bernstein, MBA 08 and Hunter Bernstein...
2002

Guy Fraley, of Berkeley, Calif., reports, “I’ve almost three years at Deloitte Consulting, where I was managing leaders and teams on engagements in the tech sector. I am joining DocuSign as a value engineering principal, where I will be leading cross-functional teams where I will be leading engineering principal, DocuSign as a value
sector, I am joining engagements in the tech Consulting, where I was years at Deloitte

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

Montish Sharma joined PwC in technology advisory.

Stephanie Tsal 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 a e-commerce company that sells high-profile engagement, home and fashion

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

2013

Luke Ahn and Elle 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, Frontco, in San Francisco. Elle works as business intelligence manager at Symantec in Mountain View.

Elle Hong and Luke Ahn, class M13

2014

Molly Bode (MBA/NPH) sends this news: “Moved to Boston in January to work for the Massachusetts governor’s office! A small contingent of 2014 workers, and I are and cannot articulate how much we appreciate and developing novel companies discovering

Christopher Fong, CEO, 13, on his last day at Google

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

2015

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

Christopher Fong, of San Francisco, Calif., writes, “The year has been good. I recently attended a 20th reunion and had a great time in 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 really it is completely fun. I am always honored to bring these workshops to local Bay Area companies with Haas alumni if theirs interest.

On the personal front, this was a big year for my family as my oldest son got married. I really know how much work this was until this year. Luckily we have another five years before my next son turns 18. It often seems to be spending by with three children in love. I read each

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

Oscia Wilson, class M13, with her newborn

2013 EMBA 1ST REUNION April 29–May 1, 2016

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MBA cont.

2012

Christian Dambolena, of Brooklyn, N.Y., joined CA Technologies offers L.E.K. Consulting. CA strategy. Before, he was director of corporate

Brooklyn, N.Y., joined CA as business intelligence manager at Symantec in Mountain View.

Russell Carmenta, class M12

In the Back

In Memoriam

Sebastian De Grado, class M12

Theodore J. Fegan, class M12

Charles Landman, class M12

Robert M. Wells, Jr., class M12

David D. Wilson, class M12

Molly Bode, MBA/NPH, with family, who are also alumni. (Photo courtesy of Molly Bode)

Molly Bode, MBA/NPH, with family, who are also alumni. (Photo courtesy of Molly Bode)
Information Still Rules

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

“Technology changes. Economic laws do not.”


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 1999–96.

varian@berkeley.edu

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Interested in volunteering? Contact alumni@haas.berkeley.edu


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From 1998 to 2008, Shapiro served as the director of the Institute of Business and Economic Research at UC Berkeley. He has been an 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. His teaching career started at Stanford, where he was the director of the Center for Comparative Studies in Economics and Industry between 1981 and 1985.

Shapiro has been on the Berkeley faculty since 1985 and is currently the Transatlantic Professor of Business Strategy at Berkeley-Haas.

Shapiro’s research has focused on issues like the role of information technology in the economy, the impact of the Internet on business, and the impact of digital technologies on the regulation of the economy.

Shapiro is also a co-founder of the Information Economics Center, a research center at Berkeley that focuses on the economic implications of information technology.

Shapiro is a frequent contributor to The New York Times, The Wall Street Journal, and The Economist, and his articles have appeared in numerous other publications.

In addition to his academic work, Shapiro has served as a consultant to major corporations and government agencies.

Shapiro has written several books, including Information Rules: A Strategic Guide to the Network Economy, which was a bestseller and has been translated into more than a dozen languages.

Shapiro is a fellow of the American Academy of Arts and Sciences and a member of the National Academy of Sciences.

Shapiro is a recipient of the National Medal of Science and the National Medal of Technology and Innovation.

Shapiro is married to Sarah Fink, and they have three children.

Shapiro is a long-time runner and has completed several marathons.

Shapiro is a member of the Board of Governors of the New York Stock Exchange.

Shapiro is a member of the Board of Trustees of the University of California.

Shapiro is a member of the Board of Directors of the California Institute of Technology.

Shapiro is a member of the Board of Directors of the University of Michigan.

Shapiro is a member of the Board of Trustees of the University of Chicago.

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