

# BerkeleyHaas

Summer 2016

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## 14 TEAMS THAT WORK

Startups co-founded by Berkeley business and engineering alumni

## CLOSER THAN EVER

Berkeley-Haas and the College of Engineering team up to offer new Management, Entrepreneurship, & Technology undergrad program.

HAAS SCHOOL OF BUSINESS

ENGINEERING



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

Berkeley-Haas alumni enjoy **15% off**  
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## Upcoming Programs



### The Berkeley Executive Leadership Program

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### Negotiation & Influence

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Faculty Director: Holly Schroth

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marketing, business development, procurement

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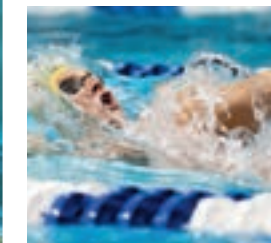
# BerkeleyHaas

Summer 2016

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#### EXECUTIVE EDITORS

Richard Kurovsky  
Ute Frey

#### MANAGING EDITOR

Amy Marcott

#### DESIGN

Cuttriss & Hambleton,  
Berkeley

#### STAFF WRITERS

Laura Counts, Kim Girard,  
Pamela Tom

#### CONTRIBUTING WRITERS

Charles Cooper, Krysten  
Crawford, James Daly, Kate  
Madden Yee, Mike Rosen,  
Autumn Stephens

#### PHOTOGRAPHY

Noah Berger, Jim Block,  
Edward Caldwell, Fiona Hanson

#### ILLUSTRATORS

Mark Austin, Dan Page

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further information, contact:

*BerkeleyHaas* Magazine Editor  
Haas School of Business  
University of California Berkeley,  
CA 94720-1900  
[letters@haas.berkeley.edu](mailto:letters@haas.berkeley.edu)

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For change of address, email  
[alumni@haas.berkeley.edu](mailto:alumni@haas.berkeley.edu).



**BerkeleyHaas**  
Haas School of Business  
University of California Berkeley



1

Alumni

The Man Behind Pokémon Go



John Hanke, MBA 96

He put the earth in your pocket, and now he's unleashed pocket monsters on the earth.

John Hanke, MBA 96, the CEO of Niantic Labs, is the driving force behind Pokémon Go, the hottest craze to hit smartphones—ever. Since its release in July, the augmented reality game has sent millions of phone-toting players to the streets on the hunt for animated Japanese characters that pop up with the help of location services. Within three days of its release, the number of active users surpassed Twitter, and media have hailed the game as a cultural phenomenon.

Hanke, who led the development of Google Earth, Maps, and StreetView, is no stranger to propelling breakthrough technology into the mainstream. As a Haas MBA student in the 1990s, he co-founded a company that developed one of the first online games to allow hundreds of people to play together in a virtual environment.



Lifelong Learning

2

The Forefront of Data

Harnessing big data to make the best managerial decisions is still an evolving science. Enter the Data Science & Strategy Video Lecture Series, which aims to illustrate how data can solve business problems. Haas lecturer Greg LaBlanc interviews executives and data science practitioners from companies including Accenture, Facebook, Hotwire, Wells Fargo, and more. Listen to David Reiley, principal scientist at Pandora, talk about controlled experiments measuring the effects of advertising. Or Tatsiana Maskalevich, data science manager at fashion subscription service Stitch Fix, talk about measuring and evaluating human decisions. [haas.org/data-science-videos](https://haas.org/data-science-videos)

Alumni

3

Ahead in the Cloud

This year's list of *Barron's* top 30 Global CEOs included ten newcomers, among them Adobe CEO Shantanu Narayen, MBA 93. Narayen masterminded the software giant's resurgence, transitioning Adobe's desktop publishing suite into a behemoth in the world of cloud-based services for content creators of all stripes. Under Narayen's leadership, the San Jose, Calif.-based company has built a formidable culture of innovation, expanded into new markets, and extended its product portfolio and global reach.



Shantanu Narayen, MBA 93

Entrepreneurship

4

Lean LaunchPad's TV Debut

This spring, when 24 teams of inventors vied for \$1 million in the new reality show "America's Greatest Makers," they relied on business and Lean LaunchPad fundamentals courtesy of the Lester Center for Entrepreneurship. The show, from the creator of "Shark Tank" in conjunction with Intel, tasked teams with developing a wearable or smart device using the Intel Curie—a button-sized computer designed for wearable tech. André Marquis, MBA 96, the Lester Center's executive director, and Lester Center Senior Fellow Mark Searle, along with Elizabeth Saunders, a program manager at the UC Berkeley Center for Executive Education, mentored the teams in San Francisco and Los Angeles, where the TBS show was filmed. A gaming toothbrush called Grush took home the big prize. Season two is now in the works.

Faculty

5

Big Man on Campus

Longtime Haas Finance Professor Ben Hermalin became a key leader for Berkeley when he became vice provost for the faculty in July. Hermalin now oversees all faculty appointments and promotions and develops strategies concerning diversity and equity; faculty welfare, recruitment, and retention; and academic planning and budget reform.



Community Programs

6

A Boost for YEAH

Introducing Boost, the new name of the Young Entrepreneurs at Haas (YEAH) program, which for 26 years has helped Bay Area students from under-resourced communities be the first in their families to go to college. Bay Area high school students will still work with Haas MBA students for entrepreneurial training and mentoring, but the program has evolved to include a summer internship program and an alumni program for the nearly 1,000 graduates. The branding was developed by a team of MBA students. YEAH/Boost grads have a 100 percent high-school completion and college placement rate. And this year, a record-setting six students were admitted to Berkeley.

Athletics

Gold Medalist

Berkeley-Haas was in the house at the summer Olympic games in Rio, with two members of the community competing. Undergrad Ryan Murphy, BS 17, killed it with his backstroke, winning three gold medals for the U.S.—in the men's 100-meter (with an Olympic record time of 51.97 seconds), 200-meter, and relay events. Haasies have a history of success with the backstroke. Bengt Baron, BS 85, MBA 88, the CEO of Cloetta, also won Olympic gold in the 100-meter race representing Sweden in 1980. New alumnus Ryan Patterson, BS 16, competed in men's gymnastics in the all-around. Patterson, who was born in South Africa but grew up in Pacifica, Calif., comprised the entire South African team, marking the first time in over 50 years that country has sent a squad to the games.

Ryan Murphy, BS 17

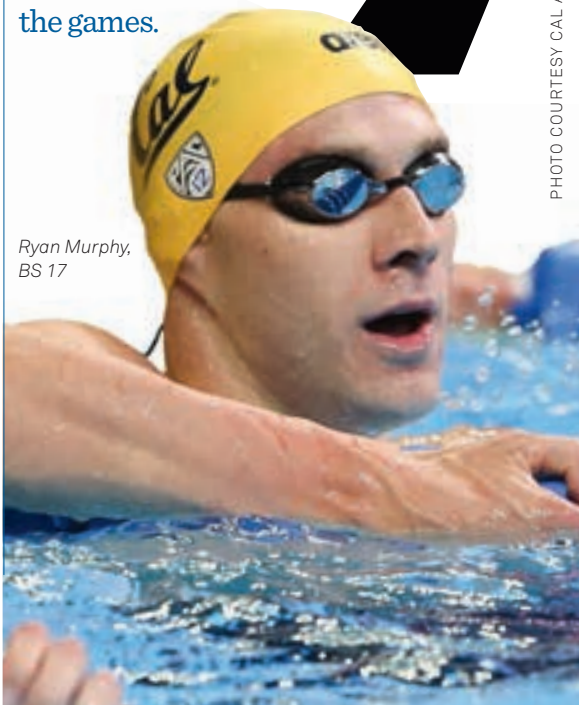


PHOTO COURTESY CAL ATHLETICS



Branding

8

Finding Your Signature Story

One way for your company's brand and culture to thrive is with a signature story, says Haas Professor Emeritus David Aaker, widely considered the father of modern branding. A new article co-authored with his daughter, Jennifer L. Aaker, a Stanford marketing professor, explains how an intriguing, authentic, involving narrative with a strategic message can transform your business. "What Are Your Signature Stories?" was published in the spring *California Management Review* and is available to read in its entirety. Learn how to find, evaluate, and market your signature story at [haas.org/signature-stories](https://haas.org/signature-stories). Hear the Aakers talk branding at the Alumni Celebration at the Gap on March 8, 2017.

Faculty

9

Rising Star

After teaching just one semester at Berkeley-Haas, Assoc. Prof. Gustavo Manso was selected by MBA students to earn the top teaching accolade, the Earl F. Cheit Award. Fast-forward four years, and it's not surprising that Manso, who teaches corporate finance, was also named to *Poets and Quants'* 2016 Best 40 Under 40 Professors list. The ranking seeks nominations from students, alumni, B-school officials, and faculty. Manso, 38, decided to be a professor while an exchange student at Berkeley as part of his undergrad program in Brazil. "I got to see firsthand what a PhD program and life as a professor are about," he told *Poets and Quants*. "I knew I wanted to come back to pursue an academic career."



Assoc. Prof. Gustavo Manso



BY THE NUMBERS

Alumni  
Engagement  
Survey

Thanks to the 2,700+ alumni who responded to our 2016 Alumni Engagement Survey.

96%

Believe Haas has a strongly positive external image (in press coverage, rankings, etc.).

92%

Believe their Haas degree program was worth their time and investment.

91%

Of alumni from 2006–2015 are aware of the Haas Defining Principles: Question the Status Quo, Confidence Without Attitude, Students Always, Beyond Yourself.

73%

Feel informed about their alumni benefits and services. Learn more at [haas.berkeley.edu/alumni/benefits](https://haas.berkeley.edu/alumni/benefits)

#1

Most important Haas career offering (all degrees): employer networking events.

SURVEY INSIGHTS:

- Most desired services: career resources, networking, industry-specific events, lifelong learning.
- Top motivations for giving to Haas: attracting the best faculty and brightest students and enhancing the school's reputation.

Transforming  
Gender Roles

With Haas partnership, Colombian multinational builds inclusive culture



Colombia-based industrial conglomerate Grupo Argos broke new ground as the first company in Latin America to name a woman as board chairman. The \$4 billion multinational also extended the length of maternity leaves, adopted flexible

work-life balance policies, and hired more women into traditionally male-dominated roles—from managing IT to driving cement mixers. Now the company has embarked on a culture overhaul and has partnered with Berkeley-Haas to bring science and practice into their vision. The multi-year partnership includes training, sharing of leadership expertise, and mentorship through the UC Berkeley Center for Executive Education (CEE) and Berkeley-Haas. Grupo Argos' CEO aims to not only make the company a leader in inclusivity but influence the region's broader business culture. Prof. Laura Kray and Assoc. Prof. Dana Carney have already has taught equitable leadership to scores of female Grupo Argos managers. The women, says Kray, initially had doubts about the work-life tradeoff and about themselves as leaders. "But they came out saying they are equal to men as leaders, they bring unique skills to the workplace, and it's worth the sacrifice to stay in the game," she says.

Correction



Apologies to the following alumni, whose photos were misattributed in the spring 2016 issue. Please see the alumni notes (beginning on p. 28) for the correct entries: Jaime Aparicio, BS 08; Raul de Oliveira Cardoso, MBA 11; Jacqueline Leão, BS 02; Badri Raghunathan, MBA 11.



Google's Nancy Baily helps Lee Poitier (left) with his résumé.

Veterans'  
Day

Haas' Silicon Valley Chapter hosts career fair for veterans



Gwyn Jones, MBA 11

Shifting from a military career to a civilian one can be daunting for many veterans. So the Silicon Valley Chapter of the Berkeley-Haas Alumni Network sought to ease that transition by hosting a daylong veterans-only career fair in the spring. More than 50 veterans, ranging from ex-privates to an ex-lieutenant colonel, attended with 25 alumni volunteers assisting them.

Sponsored by Intuit, the event consisted of a career coaching session with Mauri Schwartz, MBA 85, as well as résumé and LinkedIn workshops, mock interviews, and a job fair with companies including Google, DuPont, Wells Fargo, Accenture, Visa, and PG&E. In addition, a panel of veterans from Cisco, Facebook, and communications technology company Calix offered career advice. Air Force veteran Shakera Elrington said the event was executed with "couth and class." "I am grateful that Haas alumni think so highly of U.S. military members and are willing to go to great lengths to provide us with keys to success," she said. Gwyn Jones, MBA 11, himself a UK army infantry veteran, organized the event along with other members of the Chapter including Victor Adint, MBA 98; Kristen Lee, BS 12; Karen Wolff, MBA 84; Aaron Kelley, MBA 11; Ilyse Pender, MBA 06; Abha Bhagat, MBA 10; and Vivienne Hsu, MBA 01. "We wanted to create an ecosystem to help veterans get the skills they need, to give them confidence in the job market, and to give them the ability to speak corporate," says Jones. "I think we did that." In recognition of Jones' efforts, the Silicon Valley Chapter named him the first recipient of the William Ledeen Beyond Self Award.

Joining the  
Academy

Prof. Ulrike Malmendier Elected to American Academy of Arts and Sciences

Finance Prof. Ulrike Malmendier, a trailblazer in the field of behavioral economics, has been elected to the American Academy of Arts and Sciences, an esteemed, independent policy research center that selects leaders from the academic, business, and government sectors to address critical challenges facing society. She joins five other Haas faculty members who are also members: Professors Philip Tetlock, Laura Tyson, and Hal Varian (now chief economist at Google), and Professors Emeriti Oliver Williamson and Janet Yellen. Malmendier, the Edward J. and Mollie Arnold Professor of Finance, is known for her groundbreaking insights into how the personality traits of business leaders influence corporate strategies. She's co-produced papers with colleagues that identify the characteristics and pitfalls of hubris at all levels, including the overconfidence and often subpar results of "superstar" CEOs and the overzealous eBay bidders who pay more at auctions than they would in stores. Berkeley scholars have long been pioneers in behavioral economics, starting with Nobel laureates George Akerlof and Daniel Kahneman and carrying on with Haas professors including Terrance Odean, MS 92, PhD 97, and Malmendier.



Prof. Ulrike Malmendier

DEAN'S LETTER

Goal Scoring

Four strategic priorities driving Berkeley-Haas



Dean Rich Lyons, BS 82, and Berkeley-Haas staff members sign the final two beams for the new North Academic Building. The space will allow for transformative new initiatives.

Here at Berkeley-Haas, we've embarked on a five-year business plan aimed at further enhancing our reputation and increasing our financial strength. To this end, we are focusing on four strategic priorities:

- 1. The strength of the Berkeley campus**  
The Berkeley brand is a tremendous asset for us worldwide. We are leveraging our thought leadership and developing interdisciplinary programs that will give us even greater competitive advantage.
- 2. Our Bay Area location**  
If business schools didn't exist, many people around the world would want to locate the first school in our geography—a huge and enduring advantage. We aim to leverage our location via relationships with local companies and by recalibrating our degree programs to better capitalize on our geography.
- 3. A new, enterprise-wide approach to our alumni network**  
Staff schoolwide are focused on ways to activate our alumni network—an audience not every department previously considered. Together we aim to provide you with more lifelong learning opportunities and to better communicate our network value, as well as help you connect more deeply with the school to enhance donor participation.
- 4. The power of our four Defining Principles: Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself**  
Our Defining Principles have given us a distinctive leadership brand that we are preparing to market extensively. They also provide a framework for talent development of our staff and faculty and will provide us access to an even broader base of talent.

These strategic priorities are already yielding exciting results. For example, we are leveraging the strength of the Berkeley campus with the creation of the Management, Entrepreneurship, & Technology Program (M.E.T.) for undergrads, a collaboration with the College of Engineering (see p. 12) that will offer exceptional students the opportunity to graduate with degrees in both business and engineering. After four years, these students will be prepared to start their own companies, lead innovation inside established firms, or contribute to a social-impact venture. We are also exploring a dual-degree undergrad program with life sciences and one with chemistry, to give students a "science in business" edge. Our Center for Executive Education has created a joint program with the School of Public Health that also fits into this theme. These are just a few of the new initiatives that will continue to transform our great school. I look forward to sharing more with you in the coming months.

Sincerely Yours,

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



# Power of Haas Ideas

FACULTY  
THOUGHT  
LEADERSHIP



Watch Prof. Camerson Anderson discuss the “Five Interpersonal Styles Critical to Influence,” from his Power and Politics seminar: [haas.org/interpersonal-styles](https://haas.org/interpersonal-styles).

LEADERSHIP **PROF. CAMERON ANDERSON**

## The Might of Muscle

Muscular men perceived to be better leaders, says **Prof. Cameron Anderson**

In California’s historic 2003 recall election, former Mr. Universe bodybuilder Arnold Schwarzenegger easily defeated California Governor Gray Davis, a man arguably weaker looking than “The Terminator.”

Coincidence? Maybe. But now real evidence shows that a muscular physique might be an important attribute when it comes to judging someone’s leadership potential.

Study participants in a series of experiments conducted by Haas Prof. Cameron Anderson and Aaron Lukaszewski, an assistant professor at Oklahoma State University, overwhelmingly equated physical strength with higher status and leadership qualities. Their paper is forthcoming in the *Journal of Personality and Social Psychology*.

The experiments employed a handheld, hydraulic dynamometer to measure the chest and arm strength of various men. Each was then photographed in a white tank to reveal his shoulder, chest, and arm muscles.

In one experiment, equal groups of men and women were shown photographs of the different men and told to rate them as recent hires of a new consulting firm. The participants were asked questions such as, *Do you think this person would be a good leader?* and *How effective is this person dealing with others in a group?*

“The physically strong men in the pictures were given higher status because they are perceived as leaders,” says Anderson. “Our findings are consistent with a lot of real examples of strong men in positions of power.”

In another experiment, the researchers used Photoshop to switch the bodies of the strong and weak subjects. A weak man’s head was depicted on a strong man’s body, and vice versa. The result: participants rated the weak men with stronger, superimposed bodies higher in status and leadership qualities.

A final experiment focused on height. Using Photoshop, the researchers showed the men in equal or varied heights in lineups. Men of taller stature were perceived to have more strength and were rated higher in leadership and status.

The researchers say their findings also dispel the popular explanation that the strong succeed by aggressively intimidating their rivals into submission. “Strong men who were perceived as being likely to behave aggressively toward other group members were actually granted *less status* than their apparently gentler counterparts,” says Lukaszewski. “The results suggest that the conferral of status upon formidable men, perhaps counter-intuitively, serves a fundamentally pro-social function—to enhance the effectiveness of cooperation within the group.”

This phenomenon apparently applies to men only. There was little effect on participants’ perception of leadership skills when they were shown physically strong vs. weak women.

So, do smaller, shorter, or less formidable men have to work harder to gain status? Not necessarily. “Perceived strength does give people an advantage, but it’s not make or break,” says Anderson. “If you’re behaving in ways that demonstrate you are or are not a leader, strength doesn’t matter.” —*Pamela Tom*

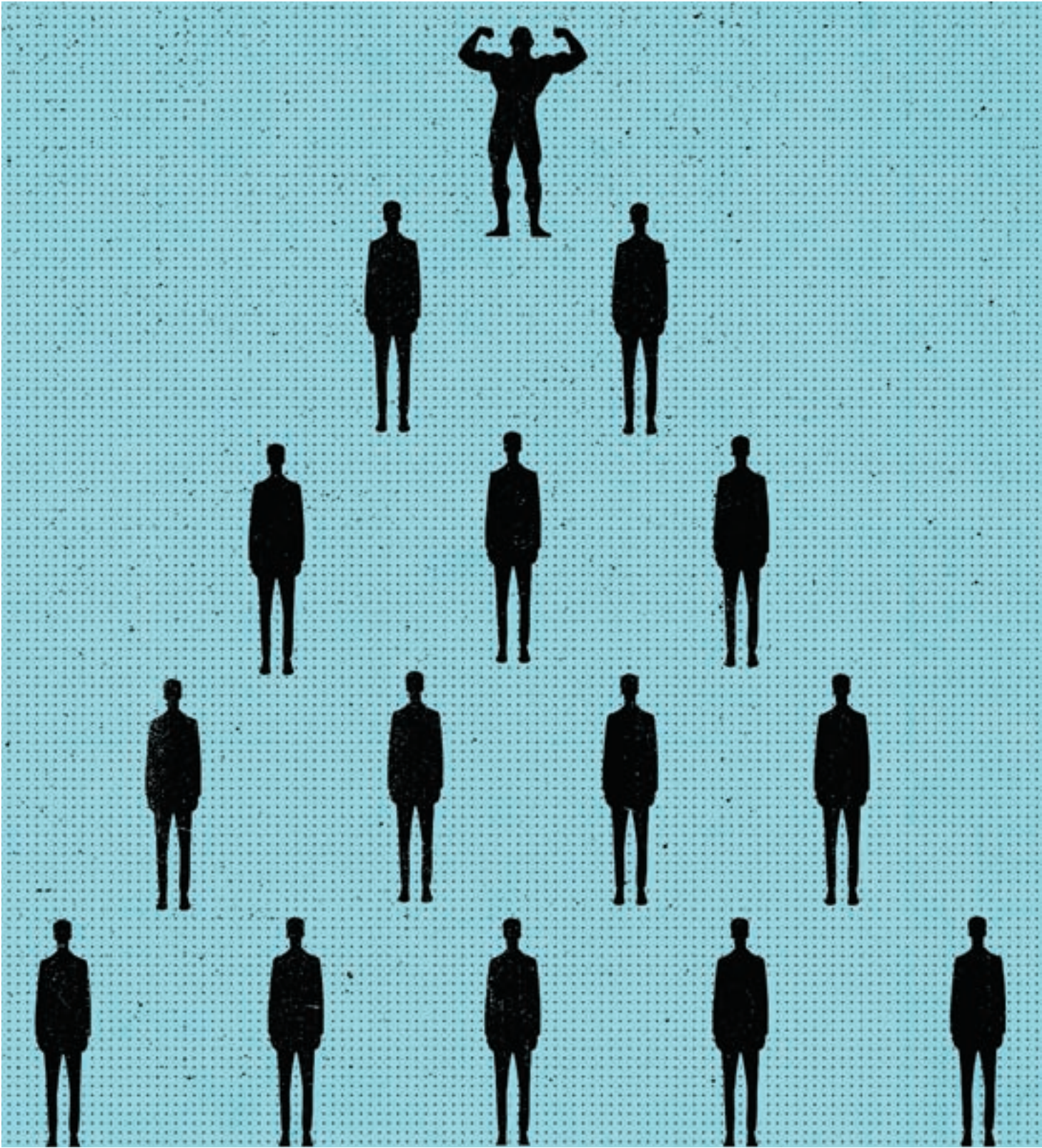


ILLUSTRATION BY DAN PAGE

## The Superstar Effect

The economic value of “soft power”



Prof. Andrew Rose

Pop culture assets like *Star Wars*, Taylor Swift, and the NBA not only contribute to boosting American appeal, they also increase demand for American goods abroad. Economists call this “soft power,” the ability to attract and positively influence others.

Even though countries tend to wield “hard power” by flexing their economic or military strength, a new study by Prof. Andrew Rose found that countries admired for their soft power tend to sell more exports globally.

“The soft power effect has a very tangible commercial payoff,” says Rose. “Germany is a much-admired country and an export powerhouse; North Korea and Iran are pariah states and both find it difficult to export goods.”

In his study, Rose found that between 2006 and 2013, a 1 percent net increase in soft power raised exports by about 0.8 percent, proving that the monetary return to soft power can be immense.

Rose incorporated “fixed effects” like population, GDP, and political elections into his econometric model and measured soft power with the annual BBC World

Service/GlobeScan poll, which asks people from 46 countries how they perceive the influence of 17 other countries.

The U.S. is typically viewed as possessing the most soft power, though perceptions vary. In 2013, only 17 percent of Russians considered American influence mainly positive, compared to 82 percent of Ghanaians. French positive perception of the U.S. increased from 25 percent in 2006 to 52 percent in 2013.

Over the same seven years, positive views of China decreased substantially in Spain and Germany while remaining constant in Indonesia and Kenya. Negative views toward China increased the most in Russia and Brazil.

U.S. and Chinese trade were but two examples in which exports correlated with their respective degrees of soft power.

The most negatively viewed countries—Iran, North Korea, Pakistan, and Israel—saw fewer exports. —*PT*

## I’d Like to Thank...Myself

On over-claiming one’s team contributions



Asst. Prof. Juliana Schroeder

How much work do you contribute to a team? Less than you might think. A new study by Asst. Prof. Juliana Schroeder finds that

the bigger the teams, the more individual members of a team “over-claim” their contributions. They don’t intend to take more credit than due. Rather, people inadvertently fail to account for everyone’s contributions because they are naturally egocentric. It’s harder to consider everyone’s contributions when groups are larger.

Schroeder, along with co-authors Eugene Caruso and Nicholas Epley, both of the University of Chicago’s Booth School of Business, will publish their research in the *Journal of Experimental Psychology: Applied*.

The researchers conducted experiments with academic authors, museum visitors, MBA students, and a large-scale national sample—producing similar results supporting over-claiming.

With the MBA students, for example, 699 people enrolled in a negotiations course answered questions to measure how much work they believe they contributed to a recent study group. Percentages consistently totaled more than 100 percent, indicating over-claiming. Teams with eight or more members claimed credit totaling over 140 percent.

To reduce over-claiming, Schroeder suggests breaking large groups into smaller teams and defining workflow. “If assignments are clearly divided, it’s easier for people to remember who is doing what.”

Schroeder also says asking people to report others’ contributions before their own tends to force people to be more accurate about self-reporting. —*PT*



# Power of **Haas** Ideas

FACULTY  
THOUGHT  
LEADERSHIP

SUSTAINABILITY AND MARKETING **GANESH IYER**

## Driving Green Innovation

Use peer pressure to shape product strategies says **Prof. Ganesh Iyer**

If you purchased a Toyota Prius, you may have been driven by the desire to conserve the environment or to save yourself some money at the gas pump. But consumers may also choose to buy sustainable products to make themselves appear socially responsible to others. Before making purchases, they evaluate how their decisions will stack up against their peers', according to a new study co-authored by Haas Professor Ganesh Iyer and David Soberman of the University of Toronto's Rotman School of Management.

The study, "Social Responsibility and Product Innovation," forthcoming in *Marketing Science*, examines how understanding this phenomenon, known as "conspicuous conservation," may help leading companies shape their product innovation strategies, especially in ubiquitous product categories such as cars.

"The design of the Prius is easily noticed by other people on the road, and consumers care about that. The value that I get from driving a Prius may depend upon how many other people in my social circle are also driving environmentally friendly cars. The value is higher if I'm the only one," says Iyer. "Conversely, if an individual is the only one in his or her social circle who is driving a gas-guzzler, there will be pressure to conform."

Refraining from buying a product that damages the environment can generate social value for consumers. This need by consumers to measure up to their peers—a concept called social comparison preference—can provide marketers with valuable insights about how they can enhance the desirability of their products.

"We are trying to capture this issue of social comparison in markets, which is important for visible products like cars and clothing," says Iyer. "Making a product better on a social or environmental dimension is not the same as simply improving its quality; it is about leveraging social comparison preferences."

The researchers developed a model linking the R&D decisions of firms to the interplay of consumers' social comparison preferences (their need to stack up) and how much they are willing to pay. The analysis shows that social comparison can provide incentive for a company to develop innovations in sustainability when the product category is mature and most consumers are already users of that category. In the case of the Prius, for example, most consumers already drive.

The paper also cites Levi's Water<Less jeans and Clorox's Green Works cleaners as examples of innovative products developed to respond to consumers' social preferences. Levi's spent three years developing a process to create denim that requires less water and fewer chemicals to produce, and Clorox spent over \$20 million to produce eco-friendly, natural cleaning products.

The research, says Iyer, underscores the value for companies to understand their consumers' preferences with respect to social responsibility and to use that understanding in determining long-term innovation and product strategies. —*Pamela Tom*



ILLUSTRATION BY MARK AUSTIN

## Changing It Up

Adapting in a fluid, competitive world



Sr. Lecturer Homa Bahrami

If there's one skill executives may want to hone, it's the ability to adapt and transform.

Senior Lecturer Homa Bahrami, who studies knowledge workers in the technology sector, coined the term "super-flexibility" and has developed a playbook to teach professionals how to transform the way they organize, lead, interact, and drive continuous change.

"Super-flexibility is the ability to engage in a constant balancing act. What do I need to maintain stability, but where do I need to adapt my team, structure, or product," says Bahrami. "Flexibility is the secret sauce."

In Bahrami's new online course, *Accelerating Change Readiness and Agility*, offered through Berkeley-Haas' Center for Executive Education and available on ExecOnline, executives work through their workplace challenges, such as how to introduce new products to Millennials or change the way their company interacts with customers.

Enrollees first identify their natural aptitude for driving change, which Bahrami divides into five

types of "adaptive DNA."

Resilient DNA people, like crisis managers, see a problem and like to fix it. Hedging DNA people consider different scenarios and "what if" contingencies. Agile DNA people prefer to implement the minimum necessary. Robust DNA people, often entrepreneurs, are visionary and persistent. Versatile DNA people, like salespeople, adapt their style when interacting with different individuals.

People can learn to adapt to alternate approaches to create change depending on the situation.

Bahrami says her work has shown that the best way to initiate change is by taking a scientific approach. "Take mini steps, experiment, iterate, and have an open mind," she says. Like a marathon, focus on the next step, then the next block. "Pretty soon, you've reached the goal line." —*PT*

## Winning with Fewer Customers

Manufacturers succeed by concentrating customers



Assoc. Prof. Panos Patatoukas

The fewer the customers, the better for manufacturers says research by Assoc. Prof. Panos Patatoukas. Doing business with a limited number of major customers allows manufacturers to hold fewer inventories for a

shorter time. These inventories comprise a significant part of a firm's assets—as much as 25 percent for the average manufacturer—and can be costly and risky to hold as inventories can become obsolete.

"The matching between suppliers and customers is a bit like dating," says Patatoukas. "When a supplier firm in the manufacturing sector develops a focused, long-term relationship with a major customer, both parties tend to benefit by choosing each other."

Patatoukas co-authored the study, which was published in *Production and Operations Management*, with B. Korcan Ak, a Berkeley-Haas PhD candidate.

To examine the link between customer-base concentration and inventory efficiencies, Patatoukas and Ak analyzed more than 15,000 annual reports of U.S. manufacturers over a 30-year period obtained from filings with the U.S. Securities and Exchange Commission.

Suppliers with fewer customers also enjoy better collaboration with their major customers, the study finds. In essence, their co-dependency fosters more information sharing that facilitates better demand forecasting and more efficient production planning.

"The study illustrates how a dependent supplier doing business with a major customer like Walmart may actually do well in terms of inventory management through enhanced collaboration along the supply chain," says Patatoukas. —*PT*




 An illustration on the left side of the page shows a dark blue, textured background. A winding path made of three overlapping ribbons—yellow, red, and light blue—starts from the bottom left and curves upwards towards the top center. At the end of the path, two small black silhouettes of people stand on a peak, looking up at a bright yellow sun with rays.
 

# Building a Cross-Sector Career

Want to lead a more satisfying professional life?  
Widen the types of organizations you join.

By James Daly

What makes a seasoned leader? Increasingly, it's a career that spans the corporate, public, and nonprofit sectors, gleaned important lessons and perspectives from all three. Such a varied path not only broadens your professional seasoning, but can also lead to greater satisfaction.

That's the finding of a new study by Haas Lecturer Paul Jansen and Nora Silver, adjunct professor and faculty director of the Center for Social Sector Leadership. Their research—the result of observing the career arc of more than 2,000 executives—showed that holding diverse roles in a wide variety of organizations creates a strong foundation for managing the complex leadership challenges of modern business.

The report highlighted the work of many executives who led careers built not on a singular scramble to the top but a path that zigzagged up the mountain, enjoying the view each step of the way. “A wide variety of experiences and organizations not only created a more meaningful career, but it often creates more satisfied people,” said Silver.

Alberto Ibarguén, for example, is the former publisher of the *Miami Herald* who also serves on the board of PepsiCo and American Airlines. More recently, he was appointed CEO of the John and James Knight Foundation, a large nonprofit designed to create engaged communities. Ibarguén said his career was guided by curiosity rather than Machiavellian intent. “I never had a master plan,” he confessed. “I built on myself, thinking about what kind of activity this new role would engender, would it allow continuous engagement with the community, and whether it is an organization I might want to lead someday.”

Multisector experiences help build a wide professional network which “helped to create a flow of very interesting opportunities,” Ibarguén said. Exposure to a wide range of leaders and problems is becoming an essential executive skill, he noted.

Experience in varying sectors also creates more internal satisfaction. Roger Ferguson was an attorney and business consultant who later became vice chairman of the Board of Governors of the Federal Reserve System and headed the insurance company Swiss Re. More recently he became CEO of the Teachers Insurance and Annuity Association–College Retirement Equities Fund (TIAA), a nonprofit retirement provider for people who work in the academic, research, medical, and cultural fields.

Such a wide range of experience “has been transformational for me,” Ferguson said. “It helped create a range of skills and a network that differentiated me from other financial leaders and serves me well in my current role.”

Jansen and Silver took multiple approaches to collecting data. They started with the Leadership Directories database, examining the careers of Fortune 200 company CEOs and management team members, as well as a random sample of 300 elected and appointed public sector officials (from federal to state), top nonprofit sector 100 foundation presidents, and top 100 nonprofit executive directors. They supplemented

**“There is no longer a stable career marketplace. To have a great career you sometimes need to get out of your comfort zone.”**

—Nora Silver, faculty director, Center for Social Sector Leadership

that dataset with public data, including online research and bios on company websites.

The data revealed that many larger firms—such as Cisco, Goldman Sachs, and Bank of America—actively encourage cross-sector experience as they groom future leaders, suggesting that the nature of careers themselves is evolving. Being able to see through the eyes of others leads to more informed and empathic leaders, Silver said.

But there may be downsides. The number one constraint cited by leaders was time. A cross-sector career may also not allow the deep technical and professional understanding of an organization that the singular devotion to a field or company provides. Those who've grown accustomed to the sometimes lucrative salaries in the private sector may be discouraged by the comparatively skimpy compensation packages from a nonprofit organization.

But those may be small sacrifices. “There is no longer a stable career marketplace,” Silver noted. “To have a great career you sometimes need to get out of your comfort zone.”

ILLUSTRATION BY DAN PAGE





Berkeley-Haas and Berkeley College of Engineering

# CLOSER THAN EVER

The two schools team up to offer one undergrad program with two degrees—and countless opportunities



In the tech world, the most successful companies have a firm grasp of both the science behind their offerings and the management necessary to scale them up. But it's not often that one person can straddle both worlds, navigating smoothly between engineering and business to drive innovation.

Now, a group of top students applying as undergrads to Berkeley this year will be the first to graduate with this one-two punch: degrees in both engineering and business.

A collaboration between the College of Engineering and Berkeley-Haas, the new Management, Entrepreneurship, & Technology (M.E.T.) Program is designed for students who want to start companies or become innovative leaders within existing ones. Students who enroll can earn a bachelor of science in both engineering and business over four years.

"The long-term purpose of this degree is to develop leaders with an integrated mindset and to give them the tools to address our society's biggest challenges," says Haas Dean Rich Lyons. "The M.E.T. program will greatly expand students' capacity to shape a future that we can't even conceive of today."

Take, for example, dual-degree holder Gleb Budman, BS 95 (Mech. Eng.), MBA 99, who transformed the world of cloud storage in 2007 with the online-backup service Backblaze. The company's custom-built servers rival cloud storage offered by behemoth Amazon and others and these days, the profitable company is the world's lowest-cost cloud storage for personal or business use.

Alumni donations catalyzed the M.E.T. program, which launches in Sept. 2017 and will enroll about 30 students in its first year, a tight cohort that will work closely with faculty and each other.

The key differentiator for the Berkeley-Haas program: Both undergraduate programs hold top-tier national rankings by *U.S. News & World Report*.

The M.E.T. curriculum will include a range of liberal arts, engineering, and business classes taught by faculty including Claire Tomlin and Ken Goldberg from

## THE BERKELEY ADVANTAGE

M.E.T. is a collaboration between two of the country's top-ranked schools, positioning students to make significant strides in technology innovation.

BERKELEY-HAAS  
#2  
BUSINESS SCHOOL

BERKELEY ENGINEERING  
#3  
ENGINEERING SCHOOL

Based on *U.S. News and World Report*

BERKELEY-HAAS  
#1 ROI  
for undergrad business degrees

Based on *PayScale's annual report covering a 20-year return on investment*

Engineering and Berkeley-Haas' Holly Schroth. Students will choose between two tracks, either business and electrical engineering/computer sciences, or business and industrial engineering/operations research. Another benefit of the new program: first-year students are admitted to Haas. Current Berkeley-Haas undergraduates begin classes after they are admitted for junior year.

Berkeley Engineering and Berkeley-Haas maintain strong ties to Silicon Valley and other innovation hubs worldwide, a geographical advantage that will help grow the new M.E.T. program.

"We're launching this new degree smack-dab in the center of the Bay Area, a major driver of world technology," Lyons says. "No other program can offer that kind of advantage."

M.E.T. will address a problem businesses face when they hire: candidates are either strong in engineering or business, but rarely both.

"Our industry partners tell us they face a significant gap in their search for talent," says S. Shankar Sastry, dean of the College of Engineering. "Those with technical backgrounds need the expertise to bring a great idea to market, while those with business backgrounds must have a stronger grasp of the technologies that drive innovation. We developed M.E.T. with Haas to close that gap."

Students will also have access to resources at Haas and the College of Engineering—such as startup incubators like the Berkeley-Haas Entrepreneurship Program and the Sutardja Center for Entrepreneurship and Technology, as well as alumni networks and Silicon Valley internships. All these resources will support the development of professionals who can approach tough problems with a fresh perspective.

The UC Berkeley application process closes on Nov. 30, 2016, for fall 2017 freshman admission. Applicants are able to mark their preference for this program and the track of their choice on the Berkeley application. —*Kate Madden Yee*





# TEAMS THAT WORK

Startups co-founded by Berkeley business and engineering alumni illustrate the value of cross-disciplinary collaborations

To thrive in today's entrepreneurial ecosystem, the business and engineering sides of a startup need to speak each other's language—no small feat given how different the cultures of the two disciplines are. The companies here, all co-founded by Berkeley alumni, have reached that sweet spot where engineering and business work in harmony.



## CO-FOUNDERS



Christine Ho, BS 05, MS 07, PhD 10 (Material Sci. & Eng.)



Brooks Kincaid, MBA 11

Imprint Energy's ultrathin, flexible battery, novel for using a rechargeable zinc polymer instead of lithium, is revolutionizing the wearable and Internet of Things markets, including wireless wearables, sensors, smart tags, medical devices, and more. In 2015, MIT Technology Review named it one of the "50 Smartest Companies."

High school classmates Brooks Kincaid and Christine Ho reconnected in Haas' Cleantech to Market course, where Kincaid was assigned to commercialize Ho's battery technology. While Ho focused on science and experimentation, Kincaid, who has a bachelor's degree in management science and engineering from Stanford, helped raise money, pursue licensing deals, and establish an intellectual property position and strategy. "I was able to talk the talk with investors, customers, and partners," says Kincaid. "The large majority of our early conversations were with highly technical strategic investors and R&D engineers who worked at potential customer/partner companies. These led to development agreements that had important strategic and financial implications. Christine's technical depth and leadership skills made these collaborations successful."

[imprintenergy.com](http://imprintenergy.com)



## CO-FOUNDERS



Antoine Balaesque, BS 13



Henry Bradlow, BS 13 (Elect. Eng. & Comp. Sci.)

The Lily Camera is the world's first throw-and-shoot camera. The waterproof, portable, easy-to-use drone takes HD pictures and videos (with audio) and flies itself using GPS and computer vision to follow whom-ever is carrying its small tracking device. Lily has already amassed \$34 million in presales (at \$899 per device) and will ship this year. Four of the company's investors are Berkeley alumni.

Antoine Balaesque fell in love with computer science while at Berkeley and took as many classes as he could while pursuing his degree in business. He met Henry Bradlow in a class organized by the College of Engineering's Sutardja Center for Entrepreneurship & Technology. The two worked on a couple of projects together and after graduation, when Balaesque had the idea for Lily, the pair collaborated again to build the drone. One of Balaesque's roles was to launch and market Lily. Though Balaesque isn't as advanced a coder as Bradlow, the ability to navigate the worlds of both engineering and business proved crucial for Lily's growth. "Business people and engineers often don't understand one another. The culture of both disciplines is different," says Balaesque. "I could speak engineering and that was extremely valuable."

[lily.camera](http://lily.camera)



## CO-FOUNDERS



Jonathan Heyne, MBA 15



Armando Fox, PhD 98 (Comp. Sci.), Berkeley Professor

Mentive brings face-to-face learning to online courses by pairing small groups of students with knowledgeable mentors. Classes, offered in various time zones and languages, focus on programming and will later expand to more topics. While most online courses have completion rates under 10 percent, 75 percent of Mentive students successfully complete their courses. Mentive recently created an online coding boot camp for \$229, compared to \$1,000 to \$9,000 for similar multiweek programs.

Jonathan Heyne conceived of Mentive during a Haas independent study and reached out to Berkeley Prof. Armando Fox, a thought leader in online education, for feedback. Together, they launched a successful pilot with Fox's MOOC (massive open online course) on edX. They then welcomed a third co-founder, Mauricio Barrera. Working out of SkyDeck, UC Berkeley's startup accelerator, the business and engineering sides of Mentive are closely integrated. "Generally, business needs or goals drive product design, which in turn drives the engineering work," says Heyne. "However, limited resources and time constraints lead to constant communication between business and engineering in order to find the most cost-effective solutions to any issue we're trying to tackle." Several of Mentive's mentors are Berkeley students or PhDs, and Haas alumni have helped with introductions to potential investors and corporate customers and partners.

[mentive.co](http://mentive.co)



## CO-FOUNDERS



Jason Bellet, BS 14



Tyler Crouch, BS 14 (Mech. Eng.)



Connor Landgraf, BS 13, MEng 14 (Bioeng.)

The Eko Core Digital Stethoscope amplifies heartbeat sounds while also allowing physicians to record, analyze, and share these sounds via smartphone or tablet, offering greatly refined cardiac diagnoses. Eko's FDA-cleared and HIPAA-compliant platform is being used at over 400 institutions nationwide and by clinicians around the world, most recently in remote areas of Haiti thanks to a partnership with IBM and Partners in Health. The Eko Core was featured in Time as a Best Invention of 2015 and awarded the American Heart Association's Emerging Technology Award.

Connor Landgraf devised the idea for a more precise stethoscope while a senior studying bioengineering at Berkeley. To turn his concept into a company, he knew he needed Jason Bellet's business acumen and Tyler Crouch's mechanical engineering skill set. The trio was a part of Berkeley's accelerator SkyDeck, where they met investors and received advice about regulatory and financing issues. The business and engineering sides of Eko work in tandem at all levels—from product development to platform implementation to customer service, says Bellet. "As co-founders, Connor, Tyler, and I ensure that the feedback the sales team and I receive from our customers is funneled directly into improving our platform," he says. "That's why a founding team consisting of technical and business talent is essential."

[ekodevices.com](http://ekodevices.com)



# Your **Haas** Network

## CONFIDENCE WITHOUT ATTITUDE

### Star Performer

A shareholder mindset and operational excellence form a class act

#### Sangeeta Desai, BS 98

Group COO & CEO of Emerging Markets, FremantleMedia London

When “American Idol” crowned its 15th and final champion in April, Sangeeta Desai was unfazed by the show’s final curtain call. It was, perhaps, an unusual reaction given that the company where Desai serves as COO, FremantleMedia, was the show’s producer and owed much of its early success to the hit singing competition.

In some ways, she had been working toward this moment since early 2013, when she joined the London-based subsidiary of RTL Group, Europe’s biggest entertainment company. FremantleMedia leaders had known that the business needed to expand into new markets, new platforms, and new types of content—and Desai is leading that charge.

“We needed more balance,” says Desai, who also serves as CEO of FremantleMedia’s emerging markets business. Other popular titles that the company creates, produces, and distributes include “X Factor,” “America’s Got Talent,” and “Family Feud.” During Desai’s tenure, FremantleMedia has made key hires in the U.S. and U.K., acquired developers of scripted dramas in Scandinavia and Italy, invested in two companies in France, and bought a production company in Israel. FremantleMedia now has a presence in 28 countries.

“We’re by no means done,” says Desai, “but we’ve got a strategy that’s starting to work.”

Born in London, Desai spent her childhood in Dubai, Sri Lanka, and Oman. “Coming from a small place like Oman, which was very sheltered, to a place like Berkeley was mind-blowing,” she recalls.

At Haas, she discovered investment banking and the world of big-ticket M&A. Her first job was with J.P. Morgan in Manhattan. After earning an MBA from Wharton in 2004, she moved to Goldman Sachs in London where she was introduced to the media and entertainment business.

But Desai craved to be more than an outside adviser; she wanted to be the one making investment decisions. In 2005, she moved into private equity as a senior associate at Apax Partners, where she was later promoted to principal. There, she was asked to spend three months working on the transformation of one of the firm’s underperforming assets, HIT Entertainment, owner of the Thomas the Train toy franchise. That led to a full-time job as COO in 2009.

At HIT, Desai reversed a plan under prior management to improve margins by shifting all toy production in-house. Instead, she advocated for third-party manufacturing. She reorganized businesses by brands, not function. And she restructured business teams.

Three years after Desai joined, Mattel bought HIT for \$680 million in cash. “People thought I was a bit crazy to leave Apax for a business that was declining,” she recalls. “But I was confident in my decision and it ended up being an incredible turnaround story,” says Desai.

FremantleMedia gave her another opportunity to play a significant role in rewriting a business script for a global audience. Her ability to think like a shareholder and execute operationally proved a winning combination. “I love what I do and the content that FremantleMedia creates around the world,” she says. “I would be far less excited if we were producing golf balls.” —*Krysten Crawford*



*Sangeeta Desai, BS 98, is helping build the worldwide presence of FremantleMedia, the entertainment company whose titles include “American Idol,” “Family Feud,” and “America’s Got Talent.”*

PHOTOGRAPH BY FIONA HANSON/AP IMAGES FOR BERKELEYHAAS

### Holistic Investment

#### Ari Beliak, MBA 10

Senior VP, Bank of America Merrill Lynch San Francisco



Those who expect bankers to be conventional haven’t met Ari Beliak. He was the key driver in Bank of America Merrill Lynch’s funding of the largest affordable housing project in history, the San Francisco Rental Assistance Demonstration.

San Francisco’s affordable housing stock has degraded over the years, with many of the buildings rife with mold, rodents, and leaks. So in 2012 Mayor Ed Lee decided to transfer ownership of the city’s public housing units from the S.F. Housing Authority to local nonprofit developers: a great idea on paper, but daunting in its logistics.

But Beliak likes a challenge. “I was attracted to the project’s sheer scope and impact, and the opportunity to execute it in a holistic way,” Beliak says. Bank of America Merrill Lynch took on the \$770 million venture—and not just as the lender, but also an investor. In the end, the bank also provided \$2.8 million for tenant services and \$20 million forgivable debt to the city. The deal closed in

November of last year, preserving more than 1,400 units around the city. It went smoothly in part because the bank treated it as one large project, rather than several small ones, an approach that’s definitely not the norm, according to Beliak.

A project of this scale also took some serious Confidence Without Attitude. Indeed, Haas’ Defining Principles have served as touchstones for Beliak as he’s moved forward in his career.

“If you’re not thinking creatively, you’re going to stagnate,” he says. “And using my skills to give back to the community? That’s what makes the work worth it.” —*KMY*

### A Market for Style

#### Melissa Koerner, BCEMBA 10

Co-Founder, Bezels & Bytes San Francisco



“Starting a company is a lot like a scavenger hunt,” says Melissa Koerner, co-founder of the San Francisco-based Bezels & Bytes, an online company specializing in accessories for wearable tech devices. “There’s no road map to getting that success.”

But after an 11-year career at Gap Inc., where she served as marketing strategy manager for Old

Navy and played a key role in launching the Piperlime brand, for which she directed marketing, Koerner says she’s delighted by the challenge of finding her own way.

“Building a brand from scratch and creating something is really exciting,” says Koerner, who launched Bezels & Bytes in 2015 with Sarah Shapiro. Products include bracelets and pendants that slip over fitness trackers and smart watches, cases for phones and tablets, and add-ons like charms and tassels. Bezels & Bytes won a 2016 Women’s Health award and has been featured in publications including *O, the Oprah Magazine*.

The wearable tech market is projected to reach \$14 billion in global revenue in 2016, say analysts at CSS Insight, and \$34 billion in 2020. With Bezels & Bytes, Koerner aims to create a brand that speaks to women who are fully engaged with modern technology but don’t want to sacrifice style to utility.

“Women are more powerful when they feel confident about how they look,” says Koerner.

She brings a marketer’s passion for “understanding the psychological reasons people desire to have or attain something” to her new role as an entrepreneur as well as a macro view of how to run a business garnered from her studies at Haas and Columbia.

“I have always admired people who start something from nothing and bring a vision to life,” she says. And now that she’s one of those people? “I love having my hands in everything.” —*AS*



# Your **Haas** Network

## Elite Performer

**Michael Sharf, BS 09**  
Co-Founder and CEO,  
BridgeAthletic  
San Francisco



Asked to describe an accomplishment he's proud of, entrepreneur Michael Sharf doesn't mention that he holds Cal's single-season scoring record in water polo or that he represented the U.S. in over 50 international competitions as a member of the USA Water Polo team in 2010–11.

Instead, Sharf, the 30-year-old CEO of BridgeAthletic, a company that builds performance-training software, cites the 2015 rollout of the BridgeAthletic platform to the UC Berkeley athletics department. "We were basically delivering a product to the place of its inception," says Sharf, who had the vision for BridgeAthletic while he was a Haas undergraduate, juggling a robust course load with over 30 hours a week of sports training. He co-founded the company in 2011 with Nick Folker, an acclaimed strength and conditioning coach at Cal.

Thousands of elite athletes and coaches now use BridgeAthletic's technology platform to design, deliver, and monitor athletes' training plans. Clients include elite customers like the U.S. Olympic training center, pro teams like the Oakland Raiders, and a

number of Pac-12 athletic departments, including UC Berkeley. Bridge also works with thousands of youth-sports athletes around the world.

Sharf worked as a financial analyst in investment management at Goldman Sachs after receiving his undergraduate degree at Berkeley-Haas, then focused on entrepreneurship while an MBA student at Stanford. "I think it's incredibly important to always challenge yourself to expand as a person," he says.

Sharf anticipates launching multiple companies throughout his career and eventually transitioning into being an investor. But for now, he's pacing himself for a long and fruitful run with BridgeAthletic. "People always ask, are we going to try to go public or sell," he says. "We're focused on building a great company. If we have a great company, we have myriad appealing options." —AS

## Supporting Success

**Sangeeta Chakraborty, MBA 06**  
Chief Customer Officer,  
Ayasdi, Menlo Park, Calif.



Sangeeta Chakraborty loves helping people succeed. As a Silicon Valley executive, she helps customers find life-changing software solutions, such as providing improved care in hospitals. And as

the co-founder of the South Asian MBA Association (SAMBAA), she's helping individuals grow in their careers.

SAMBAA fills a void in the professional sphere. Upon graduating from Haas, Chakraborty discovered there was no group connecting South Asian MBAs and business professionals. With support from Berkeley-Haas Alumni Relations, SAMBAA was born and now seeks to mentor future leaders nationwide (not just from Haas) who understand South Asian business.

Chakraborty also chairs SAMBAA's Women's Leadership Network. Its events help women learn strategies for making sure they receive the recognition their work deserves and that they are unafraid to ask for the position and package commensurate with their contributions.

"South Asian women are trained to believe in karma, but the modern world doesn't work that way," says Chakraborty. "We need to be able to say what we've done in a confident and goal-oriented manner. It's critical to take your future into your own hands and be a strong voice for yourself."

Trained as a computer scientist, Chakraborty learned how to negotiate for her own professional success at Haas. She found her calling in business-development and customer-focused positions, first in startups and now as chief customer officer for analytics software company Ayasdi. "I'm proud to influence the company's success by ensuring the customer's journey is successful and that they get measurable value from the software," she says. —MR



*Sarah Krevans, MBA 83, is Sutter Health's first female CEO.*

PHOTOGRAPH BY NOAH BERGER

## QUESTION THE STATUS QUO

## Reality Check

Sutter CEO balances company's essence with innovation

**Sarah Krevans, MBA 83**

President and CEO, Sutter Health  
Sacramento, Calif.

During Sarah Krevans' first three months as Sutter Health's president and CEO, she spent half her time in the field, talking to patients, families, employees, and physicians. She spent part of a night shift with Sutter's telephone operators, observed a surgery, and interacted with staff at both small critical access hospitals and large medical centers.

Why? Because an organization's leadership needs to ground its strategy decisions in the everyday, Krevans says. It's this compassion that marks her leadership of the Northern California not-for-profit health system and guides her to innovate while staying true to the company's aim to provide affordable health care to a diverse population.

It's not surprising that Krevans is Sutter's first female CEO. She grew up in a Bay Area family that has long been involved in health care, and in her 20s she held a number of relevant jobs, such as working in care facilities for the elderly and for those with severe mental illness. By age 29, with an MBA and an MPH from Berkeley under her belt, Krevans had been both deputy director of the state of Maine's Bureau of Medical Services and its acting director of Medicaid. She spent the next 12 years working at Kaiser Permanente as a senior vice president and area manager before joining Sutter Health, where she served in a variety of positions, including COO, before assuming the helm.

Krevans sees her role as helping to steward Sutter's charitable trust in service of its patients, but also to encourage transformation so that the organization's mission remains vital going forward.

"We care for people in moments when they're vulnerable, when they need to have confidence that we're helping them make the best decisions about their health," she says. "And to do this well, we have to preserve our roots while also staying open to innovation."

It's an important balance, and one that health care has been slower to embrace, Krevans says. Almost every other business sphere has seen big shifts in how service is provided.

She'd like Sutter to continue to make its services more accessible and efficient, from changing how patients make appointments to opening "retail clinics" that care for those who may not be seriously ill but still need an alternative to the hospital.

"Simple things like being able to make an appointment with a doctor online can make a huge difference in a patient's experience," she says.

In any case, Sutter Health's very environment bodes well for its efforts to balance past and future.

"Those of us who live and work in Northern California are surrounded by unbelievable creativity," Krevans says. "I'd like to take advantage of that, both inside our organization and outside of it. We can stay true to our roots but still have those breakthroughs." —Kate Madden Yee



# Investing in Our Future

## Beyond Yourself

### Sowing Seeds of Innovation

Newly launched seed fund aids Berkeley-Haas student startups

Shahidah Abdul Rashid, MBA 17, knows how difficult diabetes can be. Her father has struggled with modifying his lifestyle to manage the disease and has suffered serious health complications. So she was especially motivated to co-design a mobile solution for diabetics to use when dining out. Abdul Rashid joined forces with Howard O, MBA 17, and three fellow Berkeley students.

The app, called D!, assists Type 2 diabetes patients by proactively providing diabetic-friendly meal options at restaurants—based on a diabetes index they are developing.

The concept is sprouting thanks to a \$5,000 grant from the Dean’s Startup Seed Fund. The \$100,000 fund, announced last October, provides grants to early stage startup teams that include Berkeley-Haas students. D! was among the first 10 recipients, awarded in December, which also included a wearable hand sanitizer, a platform for connecting consumers with farmers and food producers, and a mobile app that empowers moms in India’s slum communities to deliver early literacy experiences to their kids. Ten more grants were distributed in April.

Abdul Rashid says she and her teammates are using the money for prototyping and testing. “Our idea, from conception to where we are now with seed funding, would not exist if Haas did not have such an innovative mindset in the classroom and beyond,” she says. “I have nothing but confidence as we move from innovation to entrepreneurship that we will be supported by the Berkeley network.”

Another grant recipient, Saharnaz Safari, MBA/MPH 16, co-founded team Clima after witnessing parched farmland on a drive through California. Safari and Sohrab Haghighat, an aerospace engineer, discussed affordable, practical solutions that could be created using drones to help farmers. Clima aims to use fleets of drones to create rain and snow in drought-ridden areas.

“The fund has been very important in helping us build a minimum viable product,” said Safari, who plans to continue working on the startup after graduation. “It also paves the path to receive additional funding.”

The grants are part of a larger effort by Berkeley-Haas to strengthen entrepreneurship support for all of its students.

“Our student entrepreneurs are already thriving within the Berkeley-Haas and Bay Area startup ecosystem,” says Dean Rich Lyons, BS 82. “This new effort will continue to build on and expand that success, creating a new generation of leaders who will be mixing with alumni and giving back to the entrepreneurial ecosystem.”

Berkeley-Haas will integrate entrepreneurial thinking throughout the student experience by pooling a variety of Haas resources under a new umbrella organization called the Berkeley-Haas Entrepreneurship Program (BHEP).

Rhonda Shrader, MBA 96, will oversee all student-related services within BHEP. “We’re improving and redefining how we engage with the entrepreneurial needs of our students,” Shrader says. “Through BHEP, we will continue to support students who are interested in entrepreneurial goals that range from participating in their first hackathon to accelerating a startup to seed funding.”

—Charles Cooper

Shahidah Abdul Rashid and Howard O, MBA 17s, co-created D!, an app providing a mobile solution for dining out with diabetes. D! received a \$5,000 grant from the Dean’s Startup Seed Fund, powered by the Haas Fund.



PHOTOGRAPH BY JIM BLOCK

## Focusing on Mental Health

John E. Martin Fellowship sparks health care innovation

A personal loss prompted Michael Martin, MBA 09, to establish a fellowship intended to inspire innovation in the field of mental health. His father, John E. Martin, a Vietnam veteran who struggled with post-traumatic stress disorder (PTSD) and alcohol addiction, died in a car accident in 2013.

Launched in 2015, the John E. Martin Fellowship awards \$10,000 each year to a full-time student from Berkeley-Haas, the university’s School of Public Health, or its School of Social Welfare to start a business or participate in an internship devoted to improving mental health care quality and access.

“At the time of his death, my dad had been sober for almost a decade and had earned a degree in addiction counseling,” Martin says. “He used to always tell me, ‘You Berkeley guys need to do something about mental health’—and he was right.”

The National Alliance on Mental Illness estimates that one in four U.S. adults struggles with a mental disorder, but the illness’s stigma can prevent people from seeking treatment. Many of these are veterans, Martin says.

“All over the Bay Area, there are vets who don’t have access to mental health services,” he says. “If someone has cancer or Type 2 diabetes, we don’t think twice about getting them medical care, but that’s not the case when it comes to mental disorders.”

The first Martin Fellow was Danielle Spoor, MPH/MSW 16, who helped form a mental health action coalition in her hometown of Gualala, California. This year’s recipient is Callie Ryan, MBA 17, who’s developing a business that will not only raise awareness by sharing the stories of those coping with mental illness while living on the streets but also raise money toward food, shelter, clothing, or whatever they need most.

Entrepreneurship, Martin believes, is an under-utilized tool in the mental



Michael Martin, MBA 09

health sphere. And it’s also a passion for him. In January, he started a business called JINGO!, which offers a monthly subscription box of treats and toys for dogs; the firm donates a portion of its proceeds to organizations that help animals in need. Based in Singapore, where Martin lives, the new firm reflects his interest in holistic health.

“My dad loved dogs, and in fact, one of the best ways to treat PTSD is with pet therapy,” he says. “Having a dog in the house enhances people’s emotional welfare and physical health, and I wanted to create a company that fosters this relationship.”

With his business and the fellowship, Martin aspires to follow through on his father’s urging to improve mental health care.

“I hope the fellowship will motivate students to get involved in the mental health field—even to make it an area of focus at UC Berkeley,” he says. “There are business solutions to some mental health issues, and we want to provide seed money to get new ideas off the ground.” —Kate Madden Yee

### UPCOMING EVENTS

haas.berkeley.edu/  
alumni/calendar

#### Berkeley-Haas Homecoming

October 1

Berkeley

#### Berkeley China Summit

October 9

Berkeley

#### Young Alumni Blue & Gold Bash

October 22

San Francisco

#### 15th Annual Haas Gala

November 4

San Francisco

#### Evening with Dean Lyons & Prof. Kristi Raube

November 13

Santiago, Chile

#### Conference: The Intersection of Technology and Accounting

November 18

San Francisco

#### 39th Annual Old Blues Reunion & Luncheon

December 8

Berkeley

#### 18th Annual Berkeley-Haas Celebration in Silicon Valley

February 1, 2017

Atherton

#### 15th Annual Berkeley-Haas Celebration in San Francisco

March 8, 2017

San Francisco

#### Reunion Weekend

April 28-30, 2017

Berkeley

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

Remain a Student Always with videos of Berkeley-Haas speakers at [insights.haasalumni.org](https://insights.haasalumni.org).

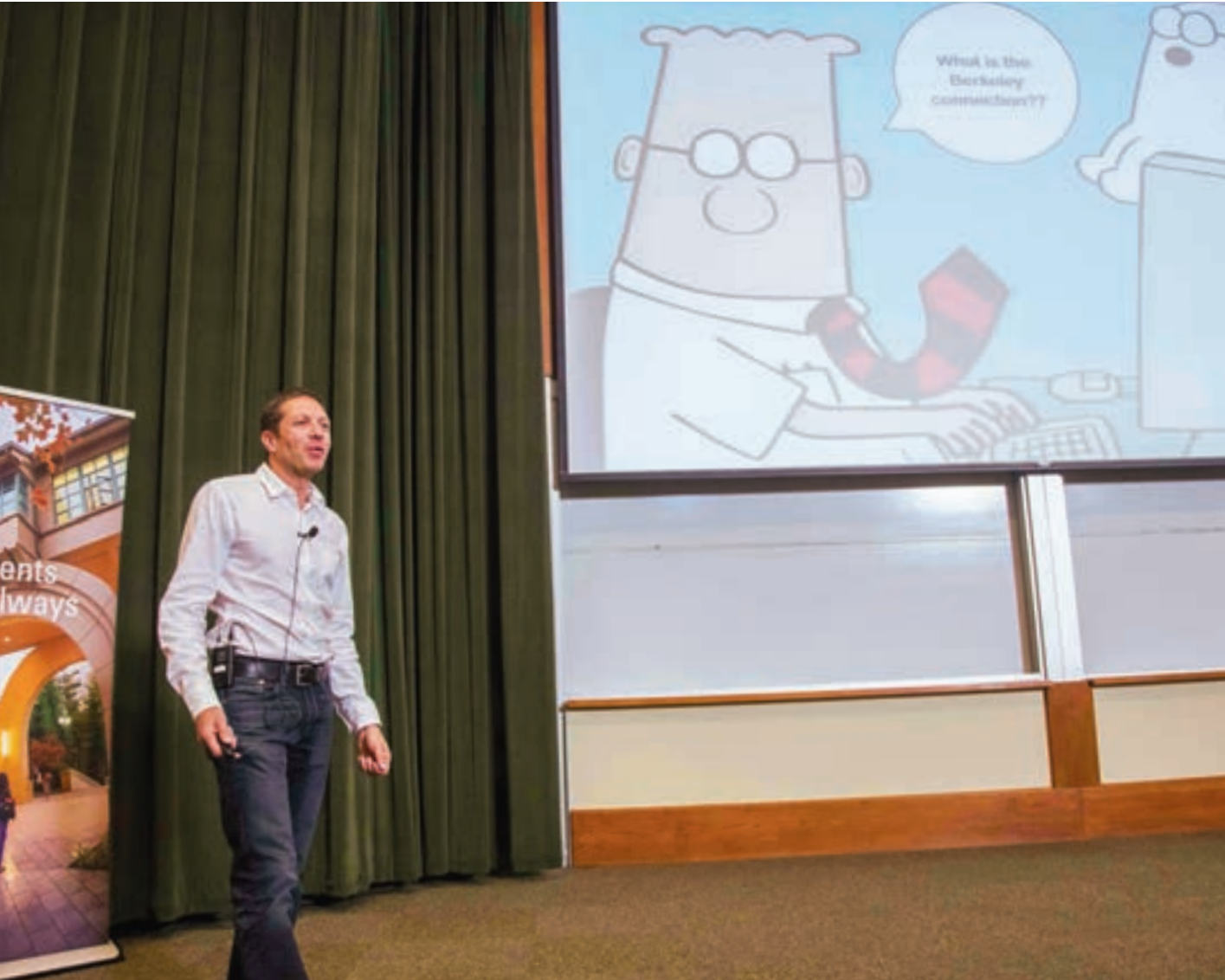


# Haas **Worldwide** Events



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

## Annual Alumni Conference **HAASx Talks**



## Alumni Insights

Enlightening presentations cap a valuable Alumni Conference

HAASx continued its tradition of short yet substantial presentations. Eleven alumni talked about the future of work and personal robotics, the trials and joys of entrepreneurship, facing fears, women in the workforce, fair trade, and how the Internet of Things will influence food. Marcos Kulka, MBA 01 (above), the CEO of Fundación Chile, talked about how his native Chile is questioning the status quo in the realm of natural resources—despite environmental challenges. His presentation invoked another HAASx speaker, Scott Adams, MBA 86, the creator of Dilbert, who advocated pursuing good

ideas, not just passion. The other speakers were: Alex Abelin, BS 05, CEO & co-founder, LiquidTalent; Antoine Balaesque, BS 13, CEO & co-founder, Lily, Inc.; Kevin Brown, MBA 96, CEO & co-founder, Innit; Aaron Dallek, BS 06, CEO & co-founder, Opternative; Moses Lo, MBA 15, CEO & co-founder, Xendit; Laurie Peterson, MBA 11, founder, Build & Imagine Toys; Paul Rice, MBA 96, president & CEO, FairTrade USA; Kakul Srivastava, MBA 01, VP product management, GitHub; and Lisen Stromberg, MBA 91, CEO, PrismWork. Watch all of the presentations at [insights.haasalumni.org/haasx2016](https://insights.haasalumni.org/haasx2016).



### 20th Annual Women in Leadership Conference

**1** Speaker Staci Slaughter, EVP of communications and senior advisor to the CEO, SF Giants

**2** Cindy Chang, EMBA 15, and Tamao Nakahara

**3** Franklin Russell, MBA 16, and Freya Lee, MBA 17

**4** Bernadette Geuy, MBA 12, and Angela Taylor, MBA 11

### Dean's Speaker Series

**5** Danae Ringelmann, MBA 08, Indiegogo co-founder

**6** Dr. Robert Lustig, founder, Institute for Responsible Nutrition, and pediatric endocrinologist, UCSF

**7** Ursula von der Leyen, Germany's minister of defense

**8** Scott Galloway MBA 92, founder and chairman, L2, and clinical prof., NYU Stern

### 14th Annual Haas Celebration in SF, with Energy Institute (EI) at Haas

**9** Featured speakers James Cook, MBA 99, Stephanie Greene, MBA 12, Sheldon Kimber, MBA 07, and Brenda LeMay, MBA 01

**10** Karen Melzer-West, BS 80, and Portia Meneau, MBA 10

**11** Prof. Severin Borenstein with Irene Liang and Peter Kralev, MBA 17s

**12** EI's Beverly Alexander and Prof. Catherine Wolfram

### Alumni Conference & Reunion Weekend

**13** Speaker Steve Blank

**14** Carla Mays and Melissa Wong, BS 01

**15** Dean Suzuki, MBA 69, and David Sherman, MBA 85

**16** Katherine Cope, Yuka Itami, Christine Izaret, and Jennifer Freas, all MBA 01s

**17** Marco Gattini, Daphne Luong, Patanjali Chary, and Amar Parmar, all BCEMBA 11s

**18** Susan Cronenwett and Helen Young, MBA 91s

**19** Jennifer Eccles and Gregory Jackson, MBA 86s

**20** Anshu Bahadur, Steve Hartman, Mani Ramasubramani, and Mark Osterhaus, all BCEMBA 06s

**21** Pareen Shah, MBA 06, and son

### Undergrad Commencement

**22** Speaker Kevin Chou, BS 02, founding CEO of Kabam

### MBA commencement

**23** Student speaker Luis Bellon, MBA 16, chopped off his ponytail on stage

**24** MBA speaker Carrie Dolan, BS 87, MBA 97, CFO, Lending Club





# Haas Alumni Notes



View a map of Berkeley-Haas in Wine Country:  
[haas.berkeley.edu/groups/alumni/community/winemap.html](https://haas.berkeley.edu/groups/alumni/community/winemap.html)

## ALUMNI NEWS Accolades and Books

### Alumna Leads MBA Admissions



Morgan Bernstein, MBA 09

**Morgan Bernstein, MBA 09**, was recently promoted to executive director of Full-time MBA Admissions, overseeing the recruitment and selection of Haas MBA students. She has worked for the admissions team since 2011. Previously, Bernstein worked on strategy and marketing for eBay's apparel category. She also led consumer marketing for InsideTrack. Bernstein takes over the helm from Assistant Dean **Stephanie Fujii, MBA 04**, who left to work at executive search firm Russell Reynolds.

### Woman of the Year



Jennifer Cook, MBA 98

**Jennifer Cook, MBA 98**, head of pharma region Europe for Roche, was named the 2016 Woman of the Year by the Healthcare Businesswomen's Association. Noted for her leadership, business-savvy results, and commitment to inclusion, Cook runs pharma operations in 28 countries with revenue over \$9.3 billion. She over

sees over 5,500 employees and the treatment of more than 5 million patients annually. She started her health care career at Genentech, part of the Roche Group, eventually becoming senior VP and U.S. business unit head for immunology and ophthalmology. Her work with that team in driving culture change for strategic advantage comprises a case study written by Haas Prof. Jennifer Chatman and published in *California Management Review* as part of the Berkeley-Haas Case Series: **cases.haas.berkeley.edu**.

### Creative Investment Strategies



Book by William T. Ziemba, MBA 65, PhD 69

**William T. Ziemba, MBA 65, PhD 69**, a professor emeritus of the University of British Columbia, is the author of *Great Investment Ideas*, a collection of articles published in the *Journal of Portfolio Management* from 1993 to 2015. The book draws on 40+ years studying the methods, results, and evaluation of great investors. Topics include the effect of errors in means, variances and co-variances in portfolio selection problems, stock market crashes and anomalies, portfolio theory and practice, evaluation theory, and more. Learn more at [www.williamtziemba.com](http://www.williamtziemba.com).

### Medal of Honor



Vrej Kolandjian, MBA76

**Vrej Kolandjian, MBA 76**, received the Ellis Island Medal of Honor earlier this year from the National Ethnic Coalition of Organizations (NECO). The award honors individuals for their accomplishments in their field and inspired service to the nation. Kolandjian is the retired president of Houston-based Uncle Ben's Inc., and he's currently a partner at Yellowstone Capital and part owner of Chung's Gourmet Foods. Other recipients of this award include six U.S. presidents, Secretary of State Hillary Clinton, Nobel Laureate Elie Wiesel, Muhammad Ali, and Rosa Parks.

### Widening the Coding Community



Kakul Srivastava, MBA01

**Kakul Srivastava, MBA 01**, VP of product management at code-sharing community GitHub in San Francisco, was named to *FastCompany's* 2016 Most

Creative People in Business list "for seeing the people behind the code." Srivastava is finding ways to extend the code-sharing community beyond engineers working together on open-source projects. Says *FastCompany*, "She's helped introduce such approachable features as word processor-style editing tools and easier ways for members to help others improve their code." Watch her 2016 HAASx talk, "Fear: A Beginner's Guide," from the Alumni Conference at [insights.haasalumni.org/haasx2016](http://insights.haasalumni.org/haasx2016).



Javier Tenorio, BS 09

### South Bay Alumnus Shines

At 32, **Javier Tenorio, BS 09**, was named to the *North Bay Business Journal's* Forty Under 40 list. The award honors young professionals for leadership in their companies as well as community participation. Tenorio is the controller of La Tortilla Factory in Santa Rosa where he oversees all of the company's accounting operations and is the project lead for accounting-related system implementations and upgrades. An Iraq combat veteran, Tenorio is dedicated to the veteran community and sat on the board of Swords to Plowshares, a Bay Area veteran's rights organization.

## UNDERGRADUATE

### 1950

**Mimi (Mary Renard) Knox**, of Walnut Creek, Calif. reports, "After a highly successful 65th Class Reunion at the Claremont Country Club Big Game Friday, the Class Council already has plans under way for the Fall of 2018 reunion."

### 1956 Cal Homecoming 60th REUNION 9/30-10/2

### 1959

**Richard (Rich) Tompkins**, of Oakland, Calif., who has been providing real estate expertise in California and Hawaii for more than 50 years, writes, "Go Bears!"

### 1960

**Charles B. Hall**, founder and president of CLUB-FUNDER®, forwards the following: "CLUBFUNDER® is a nonprofit organized to support Gay-Straight Alliance Club projects in secondary schools and colleges. GSA Clubs submit their proposals to [www.clubfunder.org](http://www.clubfunder.org) in hopes of being awarded grants (up to \$250)—support that's vital because *GSA Clubs Save Lives*®. Quantitative research shows the presence of GSA Clubs in schools significantly reduces suicidal behavior and binge drinking among all students. GSA Clubs also provide a safe space for all students. CLUBFUNDER®



Charles Hall, BS 60

recently received notice of a matching grant from the Arcus Foundation. The first \$25K in accumulated individual donations will be matched. Please help us fulfill our matching grant by donating to this unique national cause for youth. Visit [www.clubfunder.org](http://www.clubfunder.org) for more details. Thank you."



Gary Rinehart, BS 60, with his wife, Sharon

**Gary Rinehart**, of Piedmont, Calif., updates, "Retired as a lawyer, still going as a pianist and author. My novel, *Nude Sleeping in a Hammock*, has been published. Title is the name of the statue sold at the San Francisco Panama Pacific Exposition in 1915. She rested in Piedmont for 85 years. She's now in London, owned by Andrew Lloyd Webber. The story even includes the UC School of Business Administration. Please see my website: [www.garyspiano.com](http://www.garyspiano.com). Please call me if this may be of interest. (It may be only to other Old Blues.)"

### 1961 Big Game Weekend 55th REUNION 11/18 - 20

### 1966 Big Game Weekend 50th REUNION 11/18 - 20

### 1971 Cal Homecoming 45th REUNION 9/30-10/2

### 1974

**Thomas (Tom) May**, of Foster City, Calif., writes, "Doing the Right Things in the Right Order is my

passion. I recently started a company called RTRO Energy that is focused on helping commercial building owners 'Do the right things in the right order.' We help our customers sort through the enormous list of energy savings options. We evaluate a building from top to bottom, looking at every device that uses energy to help our customers make sure they are getting the most for their investment in energy reduction. Most buildings can upgrade their systems and lower their monthly energy costs. My life is filled with opportunities to help my friends and family by contributing my knowledge and energy to their success."



Thomas May, BS 74

### 1976 Cal Homecoming 40th REUNION 9/30-10/2

### 1979

**Justin Barnett**, of San Rafael, Calif., forwards the following: "Received the Silver Beaver Award from the Marin Council of the Boy Scouts of America. The Silver Beaver is the highest honor bestowed by a local Boy Scout Council to a volunteer. The award celebrates and recognizes Justin's 15 years of dedicated service to the youth of Marin. Previous awards include Marin Council Award of Merit and the National Medal of Merit



Justin Barnett, BS 79, honored with scouting's highest volunteer award

for assisting three Scouts to save a man's life on the top of Mount Whitney, Calif. The Scouts received the Medal of Honor for saving the man's life."

### 1980

**Ed Fineman**, of Burlingame, Calif., reports, "Nancy, BA 81 (political science), JD 86, and I are so proud of our son, Grant Fineman, BS 16, along with the other graduates of the Haas Undergraduate program for graduating this spring semester. Upon graduation, Grant will be joining Bain & Company in its San Francisco office."

### 1981 Cal Homecoming 35th REUNION 9/30-10/2

### 1982

**Lori Quitiquit-Hoffman**, of Aptos, Calif., reports, "After more than 30 years in HR and OD, I have be-



Lori Quitiquit-Hoffman, BS 82

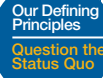
come a PCC (Professional Certified Coach) with International Coaches Federation. I feel blessed to be able to help leaders realize their passion in pursuit of their goals. My husband and I have finally landed at the coast full time. I am looking forward to connecting with other Monterey Bay-area Bears."



Bill Reynolds, BS 82, with the 1969 Camaro he restored shortly after graduating from Berkeley

### Bill (Don) William Reynolds Jr.

**Reynolds**, of Austin, Texas, announces, "A little more than a year ago, I joined an exciting new company called Knowledgent where I'm helping guide health care organizations through the dramatic changes they face as the industry shifts toward a focus on patients, outcomes, and cost-effective



care delivery models. Knowledgent has recently been named one of the 20 most promising health care analytics solutions providers. My focus is to help our clients apply leading-edge big data and analytics technologies to support strategic business transformation.

"Before Knowledgent, I'd been working in health care for more than 15 years where the combination of my finance degree from Haas, my time spent in financial services after graduation, and the experience I gained by building Austin Software Foundry into a thought leader in software engineering methods and practices has allowed me to 'cross the aisle' in health care organizations between business and IT. The flood of data from clinical, financial, and social

sources requires a combination of business and technology perspectives to transform raw data into information, knowledge, and action.

"Finally, I'd like to give a shout-out to the UC Berkeley AMPLab for its contributions to big data and analytics like Spark and the Berkeley Data Analytics Stack. I'm always proud to be able to recommend solutions that came from my alma mater!"



# Haas Alumni Notes

## Undergraduate cont.



Gregg Solomon, BS 82

**Gregg Solomon**, of New York, announces, “I co-founded Touchstone Group, LLC, a private equity fund placement agent, in 2002. I am happy to report that business is good.

“My wife, Leslie, and I have three sons and are happy to report that our oldest, Daniel, got married on April 16, 2016, to Lucy Hayes. Daniel’s wedding party comprises his two younger brothers, Matthew (who now lives in San Francisco) and Brian (who is a college freshman). In my spare time, I enjoy refereeing soccer matches and will be refereeing this fall in my third college soccer season.”

## 1985

**Douglas Schuler**, of Houston, Texas, now associate professor of business and public policy, and his colleagues at Rice University developed a shipping container-based unit for sterilizing medical instruments in low-resource settings such as off-grid areas in developing countries. Their sterile processing unit addresses the problems of surgical site infections that cause pain and occasionally death to patients and are prominent in low-resource

Our Defining Principles  
Beyond Yourself

health care facilities. The results of a validation of this project were recently published (March 2016) in *PLoS ONE* (<http://haas.org/29fgKjb>) and was featured in the *Huffington Post* (<http://haas.org/29i9lfb>).

**Christa Pedersen**, of Blackhawk, Calif., writes, “I imagine for the rest of this year and next, I’ll be busy helping corporations implement the new revenue recognition standard or a new ERP system. Both have enterprise-wide implications and I’m looking forward to it! I’m always happy to hear from fellow alumni! My son is a sophomore at UC Berkeley now. Go Bears!”

1986 Cal Homecoming  
30th REUNION 9/30–10/2



Kim Carter, BS 86

## Kim (Crossley) Carter

, of Los Altos/Palo Alto, Calif., writes, “Hello, Fellow Bears: I have started my second career, combining my previous experience and education in finance and construction with real estate. I am looking to reconnect with classmates and other alumni to help in any way that I can. So if you or someone you know is transitioning/moving, please give me a call at 650-208-5516 or visit AgentKim-Carter.com. I’d be more than happy to help. Hope to hear from you soon!”

Our Defining Principles  
Confidence without Attitude

## 1988



Chris Carvalho, BS 88

**Chris Carvalho**, of San Rafael, Calif., updates, “Since stepping down as the COO of Kabam, which grew from 25 people above a dim sum restaurant to more than 700 people and \$360M in revenue during my tenure, I have been working with a number of startups. I recently joined the board of ROBLOX, the largest kid/tween gaming destination with more than 20 million monthly unique visitors.”



Stacy Williams, BS 88

**Stacy Williams Sutton**, of Atlanta, announces, “I ran my digital marketing agency, Big Drum (formerly known as Prominent Placement), for nearly 15 years before recently selling it to a larger agency, Nebo. I am now senior director of conversion there—my team uses conversion rate optimization strategies to encourage more website visitors to take the action we want them to take (make a

purchase, fill out a lead form, etc.).

“Lots of life changes in the past year: I got divorced, moved to a modern townhouse in a great Atlanta neighborhood, and my youngest daughter leaves the nest this summer. Looking forward to starting lots of new chapters this year!”

1991 Cal Homecoming  
25th REUNION 9/30–10/2

## 1995



William (Bill) Gardner, BS 95

**William (Bill) Gardner**, of Davis, Calif., notes, “Earlier this year, I was appointed as the director of the Franchise Tax Board (FTB) Settlement Bureau, which negotiates settlements in personal and corporate income

and franchise tax disputes at the administrative level. That makes three Haas undergraduates on the management team of FTB’s legal division. Rosalia and I celebrated our 25th anniversary last year, and we are looking forward to watching our oldest graduate from high school this June.”

1996 Cal Homecoming  
20th REUNION 9/30–10/2

**Eleen Hsu Agustin**, of Alameda, Calif., writes, “It’s hard to believe, but I’ve reached my sixth year of shop keeping at Modern Mouse, a little indie boutique in Northern California selling handmade goods by local and independent artists. It’s been equal parts fun, rewarding, and mind-bogglingly crazy to learn the ins and outs of retail and being a small business owner.

“My husband, Jimmy Agustin (BS 98 in electrical engineering), and I were blessed with our second baby girl last year. Maya just turned 1 and Zoe is 3.5 years old. Both are sweet, fun-loving goofballs who help us remember to take the time to enjoy life and each other.”



Eleen Hsu Agustin, BS 96, with husband, Jimmy, and daughters, Zoe and Maya

## 1997



Jane Li, BS 97, with husband, George, and son, Tanner

**Jane (Liou) Li**, of Boston, reports, “I have been at Monarch Partners Asset Management since 2010. We manage money for foundations, endowments, corporations, and public entities. We specialize in small- and mid-cap investing. My husband and I have a 5-year-old son and we live in Boston.”

2001 Cal Homecoming  
15th REUNION 9/30–10/2

## 2002



Jacqueline Leao, BS 02, and niece Elisa Leao Costa Gonçalves

**Jacqueline (Barros Dias) Leao**, of Sao Paulo, Brazil, reports, “I have been working for Native Organic Products as the e-commerce manager since 2012. The company belongs to an organic sugar mill company in Brazil

called Usina Sao Francisco, the pioneer of the Green Cane Project. You can check out more about it at [nativealimentos.com.br](http://nativealimentos.com.br) or at [nativeorganicos.com.br](http://nativeorganicos.com.br).”

## 2003

**Ilya Klets**, of Danville, Calif., see MBA 2010 notes.

## 2005

**Jeff Anker**, of Los Angeles, who started working at 505 Games in Calabasas as a senior brand manager, announces, “Recently had our second child, who is now 5 months old (Emma), to go along with our 3-year-old boy (Andrew).”

2006 Cal Homecoming  
10th REUNION 9/30–10/2

## 2008



Jaime Aparicio, BS 08

**Jaime Aparicio**, of Mexico City, announces, “I celebrated my third anniversary working for Easy Taxi, Latin America’s first and largest car booking app. After launching operations from the ground up in Argentina and taking the app to the country’s three largest cities, I moved to Mexico to manage operations for the northern Latin American region, including Mexico, Panama, Costa Rica, and Venezuela. Three years in, I continue to learn and am enjoying shaping urban mobility in Latin America.”

## 2009

**Andrew Tai**, of Irvine, Calif., reports, “Starting third year as an attorney at Latham & Watkins LLP in its Costa Mesa office. Volunteered over Christmas break at Christian Happy Home, a home for orphans in Cambodia.”

## 2011

**Melissa (‘Em’) Medina**, of Washington, D.C., announces, “A new project I have been working on is the Congressional App Challenge, a congressional initiative in which members of Congress engage students in STEM education and computer science by hosting an app competition in their districts. As the congressional affairs director, I work with members of Congress and spearhead this competition across the U.S.

“Wrapping up its second year, the App Challenge had 116 members of Congress participate from 32 states, 500 app



Melissa Medina, BS 11, and Rep. Bruce Westerman

submissions, and 1,700 student participants from across the country. An awesome aspect is that this has great bipartisan support (50 percent split) and it aims to engage Congress on technology issues while addressing STEM diversity. To celebrate the end of the 2015 competition, we hosted the House of Code Reception on Capitol Hill. For the evening, we turned the House of Representatives into the House of Code!

## 2012

**Krystie Mak**, of New York, writes, “It’s been an amazing first year in New York City! I found my career calling in brand consulting at Interbrand, where I’m building brands that have the power to change the world. As someone who has always enjoyed giving back to the community, I recently started volunteering as a mentor at Essay Busters, a nonprofit educational organization that gives underprivileged



# Work in Healthcare?

**The Haas Healthcare Association (HHA)** facilitates networking among students and alumni interested in the industry. Led by Haas students, the HHA collaborates with the School of Public Health, the Masters in Translational Medicine program, and others at Berkeley.

**Join the UC Berkeley Healthcare Alumni LinkedIn group ([haas.org/healthcare-LI](https://www.linkedin.com/groups/11071111-11071111-11071111-11071111-11071111)) or contact Shanna Hoversten, MBA 17, VP of alumni, at [shanna\\_hoversten@mba.berkeley.edu](mailto:shanna_hoversten@mba.berkeley.edu).**

Shown: Suraj Patel and Grace Lesser, MBA/MPH 16s, and Ramya Babu, MBA 16



# Haas Alumni Notes

## MBA cont.



Krystie Mak, BS 12

high school students the essential writing tools to tackle the college admissions process. It's been such a rewarding experience helping my students find their voices."

**Amy Ticsay**, of San Jose, announces, "I was offered admission to Berkeley-Haas Evening & Weekend MBA, the #1 Best Part-Time MBA Program. Berkeley-Haas is a special place to me. What attracted me to Haas is that it embodies what's important to me. I felt at home knowing that the Defining Principles, particularly 'Students

Always,' align with my life philosophy. Haas challenged me to take risks, gave me the confidence to achieve my dreams of finishing college despite life obstacles, taught me how to step outside my comfort zone, and showed me how much more there is to learn. As an alumna, I'm more than excited to go back for another enriching experience!"

## MBA

### 1963

**G. Michael (Mike) Yovino-Young**, of Oakland, Calif., reports, "Celebrating 56th year as real estate appraiser, president of Yovino-Young, Inc. with 10 professionals, slowly moving into retirement and grooming next generation of Cal grads to take over the business: Diana Yovino-Young, BA 89 (social sciences), and Tamara Spokane, BA 99 (human biodynamics). My services are mainly valuation of commercial, industrial, and special purpose properties. My

wife of 34 years, Alison Teeman, is the firm's CFO and manages the residential division. Our offices have always been in Berkeley and for 46 years, right on Telegraph Avenue."

### 1969



Lewis Okser, MBA 69

**Lewis Okser**, of Brooklyn, N.Y. announces, "My family has opened, at our home, a rental location for films, video, fashion production, etc. The converted 7,000 sq. ft. National Historic Cuyler/Mohawk Church is located in the Boerum Hill section of Brooklyn. The three-floor church has literally more than a hundred pieces of high-end art, deco, and mid-century modern furniture from some of the 20th century's most notable designers. Included are hundreds of decorative items from the same period. The building also houses hundreds of pieces of realistic art. All can be seen at [www.moderneamerica.com](http://www.moderneamerica.com). Visitors welcome."

### 1970

**Robert Klein**, of Verdi, Nev., writes, "Survived Vietnam in the front seat of a helicopter (1968); survived 29 years in middle management with AT&T (retired); still operating a private railroad car for charter on AMTRAK after 30 years; still on the right side of the grass."

### 1971



Garrett Vogel, MBA 71, at sister's house in Bahamas

**Garrett Vogel**, of Dallas, Texas, and Lincoln City, Ore., writes, "After graduation my wife, Anita DeArmond, BS/MBA 71, now deceased, and I left the Bay Area and went back to Dallas to take care of family matters. But our hearts remained." He continues, "Professional boot camp at two of the then-Big Eight accounting/consulting firms. First, Deloitte consultant in Dallas. Founded what to best of my knowledge was country's largest single-owner CPA/consulting firm. Burned/bailed out just before Texas bank/real estate/oil bust of the 1980s. Had interesting part-time niche in receiverships, long before Allen Sanford. Mostly SEC: one major financial crime case a year for 40 years. Thirty-seven convictions. Good reasons for other three. Fell in with investor group and co-founded medical information management company that became part of Affiliated Computer. Series of non-disastrous venture failures.

### 1973

**Ernie Bumatay**, of Rolling Hills, Calif., has been elected vice president of the Cal Alumni Association (CAA) Board of Directors. Founded in 1872, CAA represents nearly 500,000 Cal alumni and actively works to engage a broad alumni community that supports the university through more than 90 alumni chapters, numerous events, student recruitment, scholarships, Cal Discoveries Travel, Lair of the Golden Bear campers,

Helping assemble small fleet of liquefied natural gas supertankers in JV with General Dynamics and Cheniere's mega-LNG plant in Sabine Pass, La., to reduce European dependence on Russian natural gas.

"Over the years served on Dallas mayor's Task Force on Capital Formation. Dallas City Council appointee. MLK Community Center Board and Human Services Commission. Dallas County Treasurer's Transition Team and Citizens Advisory Board. District Commissioner—Boy Scouts of America. Advisor, operative, and delegate to/for various Democratic Party candidates and hierarchical organizations. Co-founder and board member of private foundation.

"Finally sold my modest Texas Hill Country ranch. I'm a rare species: well-educated, financially comfortable, widower with no kids. Headwaters of Ecuadorian Amazon by paddled canoe, small motor vessel circumnavigating Black Sea ahead of Russian invasion of Crimea/Ukraine, captained 50-foot blue water sail for week, solo night-tracked jaguars with one Mayan guide, Lewis and Clark water route from Idaho to Pacific—all in the last three years."

*California Magazine*, and other activities. Previously, Ernie served on the CAA Board for four years. Ernie has also been active with the Berkeley-Haas Alumni Network, serving as president of the Los Angeles Chapter twice. Ernie served on the reunion committee in 2013 for his MBA class and has been a consistent donor to the Haas Annual Fund. President of 24-Hour Medical Staffing Services, a health care staffing company based in Los Angeles, he and his wife, Becky, reside in Rolling Hills Estates.



Leslie William Perttula, MBA 73, in the Panama Canal

**Leslie William (Pete) Perttula**, of Piedmont, Calif., updates, "Since I retired from the College of Business (marketing) at San Francisco State University in 2012, I limit my teaching to five mornings a year at a private university in Bucharest, Romania. I will go there for the fifth time in April 2016. After Bucharest my wife and I will visit Zagreb and three smaller Croatian towns along the Adriatic coast. We visited the Panama Canal on a long weekend in February 2016 that included an escorted trip to the jungle and a boat ride through the three locks on the Pacific end of the canal. We were quite impressed to see the canal and consider the huge size of the job that was finished 102 years ago."

### 1976

**Grant Wong**, of Oakland, Calif., announces, "I retired after working 43 years at the same engineering company in San Francisco. I graduated from Cal BS 64, MBA 76, and worked on many of Berkeley's building projects, including the Haas School of Business at the time Raymond Miles was dean.

"Last year, I finished my book project to translate the Chinese classic novel *Shui Hu Zhuan* into English, 70 chapters, 600 pages. My book is called *Band of Brothers, Saga at the Water's Edge*. I am the fourth translator of this book, but the first Chinese. The first was Pearl S. Buck in 1933. Anyone interested, I can email this book to you. Email me at [gylwo@hotmail.com](mailto:gylwo@hotmail.com)."

### 1978

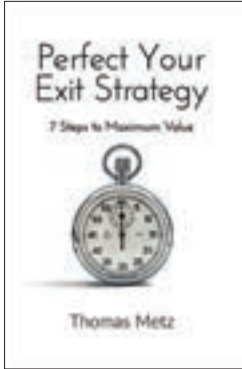


Cheryl Fragiadakis, MBA 78

**Cheryl (Anderson) Fragiadakis**, of Barcelona, Spain, writes, "Just started some new projects for KIC InnoEnergy: helping new sustainable energy ventures from Spain, France, Germany, Poland, Benelux, and Sweden connect with the U.S. and developing intrapreneurship projects in European organizations. Hope to connect with other Haas alums in Spain!"



### 1979



Book by Tom Metz, MBA 79

**Thomas Metz**, of Seattle, announces, "My new book has just been published. The title is *Perfect Your Exit Strategy—7 Steps to Maximum Value*. The book advises entrepreneurs, CEOs, and business owners about how to develop a sound exit strategy for the eventual sale of their company. The book describes how to improve value, reduce risks, unsolicited offers, and the nature of strategic value. Based on the lessons I have learned from three decades of selling companies, the book is available at Amazon in both Kindle and print versions." Thomas Metz is president of TV. Metz & Co., LLC. He has been a boutique investment banker for 30 years, specializing in selling companies with strategic value, primarily in the technology, software, and service industries.

**Randy Wedding**, of Piedmont, Calif., retired from the UC Office of the Chief Investment Officer after 17 years of managing fixed income for the UC pension and endowment funds. He is a lecturer in finance at the Haas FT MBA program.

**1982 35th Reunion**  
April 28-30, 2017

**Jose Serra-Vega**, of Lima, Peru, reports, "I am working on an independent environmental impact

assessment of a 600-km, 220-kilovolt transmission line in the Amazon Basin. It will be built between the cities of Moyobamba and Iquitos and will cut through 480 km of virgin forests, opening a way for illegal loggers, new settlers, gold seekers, commercial hunters, etc. Only the right of way for the line and the service roads will destroy more than 1 million tons of trees. The advance of new settlers will destroy several million tons more.

"I am working for environmental NGOs that oppose the project and we hope to convince the government to stop it because there are other, less expensive solutions to give electricity to Iquitos. But it is a \$500 million investment that has already been given in concession to a Spanish company. So it is going to be difficult.

"One of my daughters, Claire, got a Harvard MBA and is now in Silicon Valley trying to give shape to a startup. My son, Arnault, is in the Central African Republic working for United Nations, where there is an uneasy truce between Christians and Muslims after a brutal civil war and a new president has just been elected. My son is a liaison between the U.N. troops there and New York headquarters; he did not want me to come to visit him last year. Just too dangerous, he said."



Jose Serra-Vega, MBA 82, at one of the palaces of the tsars in Moscow

### 1986



Paul DeMuro, MBA 86

**Paul DeMuro**, of Fort Lauderdale, Fla., of counsel in the Fort Lauderdale office of Broad and Cassel, has been named a voluntary associate professor of public health sciences at the University of Miami, Miller School of Medicine.



Deb Siegle, MBA 86

**Deborah Siegle**, of Belmont, Calif., announces, "I was recently named one of the Top 100 Women of Influence in Silicon Valley by the *Silicon Valley Business Journal*. I was also a panelist for the first Town Hall held this year by the National Women's Business Council (NWBC) to assess how regional economies support high-growth women entrepreneurs, identify opportunities for future action, and build relationships within the regional economy. NWBC is a nonpartisan federal advisory council created to serve as an independent source of advice and counsel to the president,





# Haas Alumni Notes



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## MBA cont.

Congress, and the U.S. Small Business Administration on economic issues of importance to women business owners.”

### 1987 30th Reunion April 28-30, 2017

#### 1988



Ralph Garcia Jr., MBA 88, at Cal versus UT tailgate

**Ralph Garcia Jr.**, of San Mateo, Calif., notes, “My wife, Jean (MA 89 in art history), and I visited Austin, Texas last fall for the Cal/University of Texas football game. While supporting the Bears we also wanted the Texas fans to know that Bears can be bullish! The Bears prevailed.”

**Edward Tse**, of Hong Kong, reports, “Gao Feng Advisory Company, the strategy and management consulting firm I founded, just celebrated its second anniversary on March 31. The first two years saw fast growth and clients’ resonance of our value proposition. We are a global strategy and management consulting firm with roots in China. The Chinese version of my book, *China’s Disruptors*, came out in December. Its title is literally ‘Entrepreneurial Spirit.’”

#### 1990

**Ker Gibbs**, announces, “Still in China; it’s been almost fourteen years now. I work in technology



Ker Gibbs, MBA 90, and Federal Reserve Chair and Prof. Emeritus Janet Yellen

and investments, but I also spend a lot of time with the American Chamber of Commerce in Shanghai, which helps American companies succeed in China and promotes a positive business relationship between our two countries. I served on the Board of Governors for the past two years, and was elected chairman this year.

“We have a fairly steady stream of U.S. government officials who visit China and want to hear the views of foreign business leaders operating here. In March, our very own Professor Janet Yellen, now chair of the Federal Reserve, came to China for the G-20 finance ministers meeting. I’m happy to report she is very much the same person—able, humorous, and humble professor, despite being one of the most influential people on the planet.”

**Floris van den Broek**, of Amsterdam, up-



Floris VandenBroek, MBA 90, with Shunsa Hayashi, MBA 90

dates, “I became CEO of cybersecurity company RedsocksSecurity (www.redsocks.eu). We’ve been growing fast to about 50 people and won various awards. We had a great experience with our kids (11, 14, 16 years old) moving them from Amsterdam to Seattle for two months to attend school there, while I was on an IT security project at Microsoft. Kids loved it and didn’t want to go back to Europe.”



Portrait of Erin Fray, MBA 91, by Austrian painter Lisel Salzer



Wilson Woo, MBA 90, and the Woo family visiting Boston in 2015

**Wilson Woo**, of Sunnyvale, Calif., just became a part owner and general manager of Qinghai Business Services (QBS) in China. QBS provides professional business services to local and international clients, bridging Qinghai/China, Malaysia, Southeast Asia, and the world. QBS specializes in cross-cultural and cross-market challenges. On the personal front, he writes, “Our oldest son is a junior high science teacher in San Diego. Our younger daughter graduated from an accelerated nursing program last year and is working as an RN at Johns Hopkins Hospital.”

#### 1991

**Erin Fray**, of Seattle, is currently working for a venture capital firm as acting CMO for a natural product company in Boulder, Colo., engaged in a company turnaround project. In her words: “Most invigorating!”

I was elected to move up to serve a six-year term on the Rutgers University Board of Governors, which began July 1. The Board of Governors is the principal operational governing board of the university. Showing equal love for Haas, I returned to Berkeley for my 25th reunion at the end of April and connected with many long-lost classmates and friends.”

**Arturo Taboada**, of Albany, Calif. updates, “Two years ago I rejoined Turner Construction to head the Latin America + Caribbean region, as VP and regional manager. Since then, I’ve been living primarily in Mexico City and traveling between the Bay Area, New York, and all over Mexico. Also, recently welcomed our first grandson, Leon Andrada Taboada, born on March 6, 2016, in Playa del Carmen, Mexico.”

### 1992 25th Reunion April 28-30, 2017

**Scott Bechtler-Levin**, of San Diego, writes, “[I am] proud to have led the growth, outcomes study, and acquisition by a larger nonprofit to scale up the innovations of the Community Information Exchange (CIE) San Diego. This nonprofit creates bridges across health care and social service organizations to facilitate seamless care coordination. By leveraging technology, fostering cross-sector provider networks, and enforcing privacy/security processes, CIE San Diego shares client-specific dashboards that our community’s safety net organizations use to create care plans based on a whole person’s needs, not just organizationally siloed perspectives.”

#### 1993

**Cherie (Wolfe) Hammer**, of San Mateo, Calif., reports, “This past February, I celebrated my



Cherie Hammer, MBA 93, and one of NCEFT’s therapy horses

two-year anniversary at NCEFT: The National Center for Equine Facilitated Therapy in Woodside, Calif., working as the development director. This amazing nonprofit uses horses to provide rehabilitative therapy to children, adults, and military veterans with physical and cognitive disabilities. I’m thrilled to be using my Haas marketing background in new ways in the nonprofit sector. I’d love to connect with Haas folks interested in getting involved with an amazing cause. Email me at [cherie@nceft.org](mailto:cherie@nceft.org).

“Our eldest son, Zack, will be attending Boston College in the fall of 2016. He was recruited onto its Division 1 foil fencing team. Soon cheers of ‘Go Eagles’ will join the cries of ‘Go Bears’ in our house! (Sadly, Berkeley doesn’t have a competitive fencing team.)”

**Hilary Weber**, of San Francisco, updates as follows, “In addition to my day job of CEO for my business, Opportu, I’ve been very busy back on the Berkeley campus. I taught my first class on entrepreneurship for the College of Engineering. I’ve stayed active as a venture advisor and board member for SkyDeck, UCB’s accelerator, and I recently was named an Industry Fellow at the Sutardja Center for Entrepreneurship and Technology, due to being a contributor to the Berkeley Innovation Index (a research initiative

that allows companies to measure their employees’ innovation mindset).

“Additionally, I’ve been working with Girls in Tech on some custom ‘boot camps’ for women all over the world (starting in India) on topics like confidence, leadership, and entrepreneurship. If these topics are resonating with you, give me a shout! [hweber@opportu.com](mailto:hweber@opportu.com).”

#### 1994

**Bruce Deaner**, of Tokyo, Japan, reports, “Haas Hanami Reunions Held in Tokyo: Haas alumni and spouses gathered for ‘hanami’ (cherry blossom viewing) parties in Tokyo this spring, with dozens in attendance. The first event was held at a restaurant alongside the popular Naka-Meguro River, with many attendees from the Classes of 94, 95, 96, and 99 and organized by **Atsushi Toda**. The second event was a picnic held among the impressive cherry trees at Kinuta Park, organized by **Ikuya Kurikawa** and attended by 94 alumni and spouses Yoko and Atsushi Toda, Mikiko and **Hiroshi Ohkubo**, and Kyoko and Bruce Deaner. These are annual events; if alumni are in Tokyo in the spring, please contact us and join the celebration!”



Bruce Deaner, MBA 94, and friends after cherry blossom viewing

**Walter Scheiber**, of Vienna, writes, “Ten years ago, my family and I left the beautiful Bay Area to settle in another great spot, Vienna, Austria,



Class of 1994 mini-reunion: Vanessa and Steve Lambright, Richard Hart, Milan Krajci, Clark Omholt, Emma Rosen, and Craig Wood, all MBA 94s

which last year was named the world’s most livable city. In this past decade, some of our Haas friends paid us a visit and we hope more will visit in the coming years. This winter, I got the chance to travel to Silicon Valley on business and I paid them back by inviting myself to their illustrious homes. **Milan Krajci** organized a mini-reunion and was a most generous host. Hopefully, we’ll be able to get together more frequently at such sporadic mini-reunions.”

**Robert Tyminski**, of San Francisco, recently won the Michael Fordham Prize, awarded annually for the paper published in the *Journal of Analytical Psychology* the previous year that demonstrates the most creative and original approach to clinical analytic thinking. The prize

from Their Own Humanity,” was selected as joint winner of the Fordham prize. It appeared in the JAP last year, volume 60. The article details some of the ways our using technology presents problems for adolescents and young adults.

#### 1995



Jill Fujisaki, MBA 95, with son, Oliver Cohen (16), and husband, Robert Cohen

**Jill Fujisaki**, of Berkeley, Calif., writes, “Happy to report that I’ve recently become a mentor at IndieBio, a biotech accelerator with a ‘twist’: applying biology as a technology to nontraditional uses such as cultured meatballs (Memphis Meats), sustainable seafood (New Wave Foods), and vegan gummy bears (Gelzen). I’m also on the lookout for mentors for the National Science Foundation’s Innovation-Corps effort. If you have entrepreneurship in your blood and love biotech, please give me a holler. We need more Haas alumni to ‘give back’ and help guide young founders in the startup world.

“Our son, Oliver, is a sophomore at Berkeley High. We’re enjoying the soccer, soccer, (and more) soccer life, and look forward to seeing you out on the pitch!”

#### 1996



Kevin Brown, MBA 96

**Kevin Brown**, of Atherton, Calif., is CEO and co-founder of Innit, an innovative food tech company based in Redwood City, Calif. Innit recently came out of stealth with \$25 million in funding and a mission to empower people through food.



David Sorensen, MBA 96

**David Sorensen**, of Clayton, Calif., is based in the Walnut Creek office of U.S. Trust and has more than 25 years in the industry, working with clients to manage large and complex needs of family and inter-generational wealth. David specializes in commercial real estate and a full balanced sheet investment management.

**Kristen (Lusk) Smith**, of Reno, Nev., writes, “Still selling real estate in Reno, Nev. It is an exciting time in Reno—a city full of change and transfor-



# Haas Alumni Notes



Save the date: Reunion Weekend, April 28–30, 2017

## MBA cont.



Kristen Smith MBA 96, with son, West (12), daughter, Macy (13), and husband, Bill Smith

mation. Reno is becoming quite the feeder city for the Bay Area with no state income taxes, proximity to the city, no traffic, great weather, and amazing lifestyle. In the spring it is possible to ski and golf all in the same day! It is awesome!"

## 1997 20th Reunion April 28-30, 2017



Kiara Bechta-Metti, MBA 97

**Kiara Bechta-Metti**, of Sydney, Australia, has been appointed as the inaugural director of University of Adelaide Enterprise, the new unit being established to accelerate commercialization of the university's research through licensing and establishment of spinout companies. Kiara adds, "I am excited about the move to South Australia and getting commercial traction for the world-class technologies coming out of the university."



Hanifa Indradjaya, MBA 97

**Hanifa Indradjaya**, of Indonesia, was recently appointed president director of PT Petrosea Tbk., a multidisciplinary mining, infrastructure, and oil & gas services company serving Indonesia since 1972. Previously, he was president director of PT Indika Indonesia Resources, a holding company under PT Indika Energy Tbk., which oversees its mining assets. He has also held positions in various companies in the financial sector such as Fitch Ratings, Merrill Lynch, and others.

**Hope Jarvis**, San Francisco, updates, "In January 2016, I assumed responsibility for the operations and customer service organization, Chubb Personal Risk Services, a \$5 billion division of Chubb, the world's largest publicly traded property and casualty insurer. I have a great team of 800 people

focused on delivering to our high net worth and affluent insureds and their agents."

## 1998

**Mario Álvarez**, Madrid, Spain, writes, "At last I got my PhD in business administration, after defending my doctoral thesis on how EU corporations are today using social networking sites. Teaching was always a hobby—and it may become more serious in the mid-term future. In the meantime, I keep in touch with the Berkeley graduates in Madrid, although am wishing to visit the Bay Area soon!"

**Ann Hsu**, of San Francisco, announces, "After 20 years in high tech, living and working in Silicon Valley and Shanghai, China, I switched gears in 2012 and co-founded a social venture making dairy products in Xinjiang, China (a far western region bordering the '-stan' countries). Our company, uibek Dairy Products, supports local farmers and ethnic minorities in the region and has angel investors including more than a dozen Berkeley-Haas alumni. We welcome more to join us ([www.uibek.com](http://www.uibek.com))."

"Due to a couple of family emergencies, I moved from Shanghai back to San Francisco a



Ted Hartnell, MBA 99, Arman Zand, MBA 09, and Ann Hsu, MBA 98, in a Kazakh yurt while visiting uibek Dairy Products in Xinjiang

few months ago. Now, I get to enjoy the California sunshine every day while still working closely with uibek colleagues in China every evening."

## 1999

**Scott Kucirek**, of Piedmont, Calif., updates as follows, "Just opened our third candy factory in Oakland, to start the year. The twelve-month project ended our days of hand-making every OCHO Candy bar. We are in West Oakland, right behind Brown Sugar Kitchen. Our business continues to grow and we were just picked up by Target nationwide. If you are interested in taking a tour, getting lunch, and catching up, don't hesitate to contact me."



Nilmini Rubin, MBA 99, with husband, Joel, and daughters, Renuka (9), Araliya (7), and Bhavana (5)

**Nilmini (Gunaratne) Rubin**, of Chevy Chase, Md., announces, "My 9-year-old daughter and I wrote our first children's

book—*How Carrots Became Orange*. It's a historical fiction about two sisters in the Netherlands who make the world's first orange carrot in the 1600s (spoiler: carrots weren't always orange). We had a blast writing it and now her sisters are plotting their own books."

## 2001

**Dan (Pine) Firepine**, of Berkeley, Calif., reports, "I've begun a project focused on housing and care settings for older people who require at least some assistance. The plan is to use network technology to create richer and more affordable options than are available now. If you have relevant connections, skills, or interests, please get in touch at [dspine@comcast.net](mailto:dspine@comcast.net). Also, I'm still working in emergency medicine."



**Adam Persson**, of Canton, Mass., updates, "After almost a decade in Singapore, we've moved back to the U.S.A., this time to Boston. We arrived with two dogs and no kids and returned with three girls and one dog for a net gain of two children! My wife, Melinda, continues to work as a veterinarian and I'm still a flaky sales guy. I've recently become involved with a startup doing drone software. Check it out at [www.ant-global.com](http://www.ant-global.com). And, I've recently launched a website for a new business selling the

world's most amazing wallets: [www.SkintWalletsUSA.com](http://www.SkintWalletsUSA.com). And for those crazy few who need more stimulus than 'awesome wallet,' I've created a discount code for you. Just enter 'HaasRules' at checkout and get 15 percent off your order—wotta deal! However, I regret to inform that I was not able to make it to this year's reunion, but I do look forward to seeing anyone who's passing through Boston."

## 2002 15th Reunion April 28-30, 2017

**Shing Wong**, of San Francisco, writes, "Hi Berkeley Haas alums! Ever given presentations on stage or as attendees at a conference or classroom and wished that everyone in the audience could follow the presenter's slides in real time on their mobile phones, tablets, or laptops? Better yet, what if those slides could be immediately emailed or shared on social media? And what if it was as simple as uploading your original presentations and, within minutes, being able to present and live-share? "In April 2016, I launched Ampslide.com to solve these problems and more. Ampslide is revolutionizing the way speakers present and how audiences engage. We've already had speakers from TaskRabbit, RingCentral, and Nginx use Ampslide at two different conferences in the Bay Area. Check us out at [Ampslide.com](http://Ampslide.com) today! Sign up with your Berkeley email address and get a free month to try the best presentation tool on the market!"

"Last December, I ran my first-ever half marathon in Lisbon, Portugal. I was never a runner until this past year. I'm excited to run my second half marathon at Avenue of the Giants on May 1 and run Bay to Breakers later in May."

## 2003

**Scott Cheeseman**, of Sonoma, Calif., announces, "[I] recently joined the team at Direct Urgent Care as CEO to help scale the business from a single pilot clinic in Berkeley to a network of clinics designed to help people feel better faster throughout Northern California. The change in industries has been an exciting challenge and a great opportunity to fine-tune some real estate skills while developing a positive and engaged corporate culture in a rapidly growing sector of the health care industry."

"On a personal level, the Cheeseman family continues to grow and thrive in Sonoma, with both Cheeseman boys (Connor 9, Austin 7) enjoying the great outdoors every chance we get. If you are in the wine country, please drop us a line!"

**Darren Reinke**, of Encinitas, Calif., writes, "In 2015, I started coaching business teams as well as individual executives, entrepreneurs, and other business professionals. It's been an incredibly fulfilling experience to help teams and individuals accelerate progress toward their goals and overcome barriers along the way. I have also found coaching to be a wonderful complement to my Group Sixty consulting business."

"I am excited about working with **Mike Swanson**, MBA 95, and other



Darren Reinke, MBA 03, with sons Madden and Kai

members of the Haas Alumni Board in San Diego to increase exposure to the Haas brand in Southern California. We are planning an upcoming panel focused on innovation in San Diego. Go Bears!"

## 2004

**Dan Mucha**, of London, U.K., updates, "My family and I moved to London in summer 2015 where I took a new role with Amazon. After working in Seattle on the Kindle team, I'm now leading Amazon's book business and student program in the U.K. We love living in central London and traveling around Europe, and our daughters are super happy in their school and activities, ballet and soccer. We've become die-hard Arsenal fans, and we are managing to find the snow in the Alps to get in some skiing!"

## 2006



Qing Li, MBA 06, with Guochun Liao, MBA 15, in their office

**Qing Li**, of Mountain View, Calif., reports, "I recently joined IDbyDNA, founded last year by my friend, colleague, and fellow Haas MBA **Guochun Liao (EMBA15)**. Our exciting technology—Taxonomer—is like Google for DNA sequencing. It can discover any organism in any sequencing data in real time. Potential applications are limitless, including clinical diagnostics, public health surveillance, food safety, and human microbiome. We are working hard on the

world's first hypothesis-free NGS-based (next generation sequencing) diagnostic test for respiratory infections. Our team of scientists, medical doctors, and engineers is located in Silicon Valley and Salt Lake City. We are on a mission to enable anyone to identify any organism from any sample. The day of instantaneously detecting Ebola, MERS and Zika is near!"

## 2007 10th Reunion April 28-30, 2017

**Hu Liang**, of Los Altos, Calif., writes, "A lot has happened in the last five years. In 2011, my family and I temporarily left Los Altos for Hong Kong. This opportunity to head up State Street's Electronic Trading Platforms business in APAC was supposed to be two years. My role then expanded into a broader data and analytics role as well when State Street created a new corporate division called Global Exchange. "My family and I finally decided to come back to

Los Altos and the Bay Area after a little over four years in Hong Kong. Aside from a wonderful work experience, we had the opportunity to visit some of the best vacation spots in Southeast Asia and made many new friends from around the world. The challenging adjustment in the beginning turned out to be a life-changing experience for me, my wife, and our two young girls. Oh, I almost forgot to mention—we ended up with a little boy in Hong Kong as well. It was certainly an experience we will never forget."

"We moved back to Los Altos in June 2015. I transitioned into a new role and created a new corporate group with State Street Bank & Trust called Emerging Technologies Center. My main motivation for coming back to the Bay Area was to be closer to technology again. The main mandate of my group is to accelerate the adoption of emerging technologies through the identification, exploration, and prototyping of technologies that could have a long-term impact on State Street and the

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# Haas Alumni Notes

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### MBA cont.

financial industry. Armed with my experience in Asia and my time at the Haas School, I really feel I can bring technology closer to banking.

“While it’s been a tough transition coming back to the Bay Area with three little kids, we are all loving the weather and enjoying the space. My wife is back at work and we’re juggling three kids without any help, but we’re loving every moment of it while fondly talking about our experience in Hong Kong.”

### 2008

**Deepak Goel**, of Fremont, Calif., notes, “KarmaCircles makes it easy to give and receive professional help for free. Download our android app, iOS app, or sign up at [www.karmacircles.com](http://www.karmacircles.com).”

Our Defining Principles  
Beyond Yourself

### 2009

**Ariel Rak**, of Bloomfield, N.J., announces, “Last summer, I packed up the family (yet again) and moved East, this time to Bloomfield, N.J. After settling in, I started up in KPMG Management Consulting in its project and portfolio management practice. Also enjoying life close to N.Y. and had a great opportunity to spend two weeks in London with my family earlier this year. Maybe that will be my next move.”

### 2010

**Ilya Klets**, of Danville, Calif., updates, “I joined Lending Club last year and help manage investments and capital markets. I would love to continue to reconnect with classmates from EWMBA and Haas undergrad days—so please reach out and we can get together in S.F.”

**Laurie Reemeyer**, of Vancouver, B.C., Canada, left his role at Amec Foster Wheeler in January to

start his own consulting business, Resourceful Paths. His focus is sustainability in natural resources, especially climate change, energy efficiency, mine waste and water management, and resource recovery. He is engaging with the corporate, nonprofit, and government sectors through proposals to reduce environmental footprint in resource development, climate change education, and a submission to the B.C. Climate Leadership Plan. Laurie is fundraising for Climate Council of Australia and will travel to the Kimberley region in Western Australia with chief counselor and author of *The Weather Makers* Professor Tim Flannery, in September. He ran a marathon on May 1 to promote the cause.



Laurie Reemeyer, MBA 10

### 2011

**Rakesh Agrawal**, of Milpitas, Calif., notes, “Throughout my Haas experience, I learned the skills that are required for entrepreneurship. I always wanted to be an entrepreneur and now I am living my dream. Currently, I am working on a venture in the mobile chat messenger space (Serkit Messenger: [www.serkit.me](http://www.serkit.me)). All the established chat messengers are in the race to monetize their platforms. We hope to provide our users with a platform that focuses on the user experience while increasing the engagement in their chat conversations.”



Raul de Oliveira Cardoso, MBA 11, with son, Lucas, wife, Paula Silva, and daughter, Amanda

**Raul de Oliveira Cardoso**, of San Jose, Calif., writes, “Started a new job in 2015 at Rovi Corporation as program director in business transformation. Celebrated my twins’ second birthday in March.”

**Badri Raghunathan**, of San Jose, Calif., recently started working at Symantec in product management. He is responsible for some of Symantec’s products in big data analytics for security applications. He also recently took an amazing vacation in Yellowstone National Park and spent a week unplugged from civilization.



Badri Raghunathan, MBA 11, with family at Yellowstone National Park

**Matt Salazar**, of Portland, Ore., writes, “I’ve accepted a position at Nike to be the head of central

mission to enable a sustainable planet through smart and connected devices after 11 years at Intel. As a first step, he has joined Google as a product manager for its embedded operating system called Brillo and connectivity platform called Weave. Send a note to Jeff if you’re interested in learning more and want to work together on this mission. On a personal note, Jeff and his wife, Emily, had their first child, Lucas, in February.



Jeff Chen, MBA 12, with Emily and Lucas

**Sunil Sharma**, of San Jose, Calif., writes, “We started Sparkflows (Sparkflows.com) with the idea of democratizing data science and data analytics and making it available to anyone who has data-related questions they would like to get answered. We are disrupting this whole process by streamlining and accelerating the overall development of machine-learning-for-



Sunil Sharma, MBA 12

product management within the digital organization. I’m excited about this new opportunity and am thankful for the doors Haas has opened to get me to where I am today.”



Kyle Sandburg, MBA 11, and family: Kai (7 months), Reid (2.5), and Nicole

**Kyle Sandburg**, of Seattle, writes, “I was promoted in February to Sr. Director to lead strategy and analytics for Porch.com, a home improvement startup. Our second child, Kai, celebrated his first birthday and at the end of summer. Our oldest, Reid, turns 3.

Our Defining Principles  
Question the Status Quo

**2012 5th Reunion**  
April 28-30, 2017

**Jeffrey Chen**, of Mountain View, Calif., has embarked on a new

cused ‘Predictive Data Products.’ Sparkflows Fire reduces the overall time to production to just a few days from months. We just recently launched the product after being in stealth mode for more than 18 months and already have a few customers. We bootstrapped our way until now and are now looking to raise VC money. Please feel free to contact me at [sunil@sparkflows.io](mailto:sunil@sparkflows.io) if I can be of any help.”

### 2013

**Ben Buchanan**, of Los Angeles, reports, “In January, I transferred to BCG’s L.A. office from the Sydney office as a project leader. I relocated from Sydney to LA with my wife, Jacqueline, and our 2-year-old daughter, Leonora Grace. On March 7, our second daughter, Camilla Eloise, was born in Pasadena.”



Ben Buchanan, MBA 13, with wife, Jacqueline, and daughters Camilla Eloise (newborn) and Leonora Grace (2)

### BCEMBA

### 2012

**Carter Reue**, of Alameda, Calif., writes, “Please welcome to the world Ellana Gloria Reue, or Ella for short! This name honors both grandmothers. Also, the name Ellana would look great on a CD cover—based on her midnight ‘performances’ this little girl inherited Kat’s powerful lungs! “Ellana (pronounced El-la-nah) means ‘spirited’



Carter Reue, BCEMBA 12, with wife, Kat, and baby Ellana

or ‘oak tree’ and our hope is that she has a passionate, joyful spirit and yet is also strong and rooted like an oak tree. After becoming parents, we both feel overwhelming gratitude for our own parents. Parenthood has opened up our hearts in ways we never could have imagined—and we have only just begun! Thank you to both our moms and dads for everything!”

experiences. Without a doubt, Haas’ Defining Principles have been ingrained in me, and, very recently, along with the mindset, skillset, and toolset that I have garnered from the overall Haas experience, I have been applying principles and learnings from our operations and data analytics classes (Joe Hall and Amy Gershkoff) pretty heavily while doing some work at the Factory. Excited to be aligned with Tesla’s mission of accelerating the world’s transition to sustainable energy.”

### MFE

### 2011



Rubing Shao, MFE 11

**Rubing (Owen) Shao** is currently working in Hong Kong and has been married for more than one year now.

### PhD

### 1973



Chuck Leo, PhD 73

**Charles Leo**, of Huntington Beach, Calif., writes, “Over the past few years, I have been active at professional and aca-

demic conferences as a workshop speaker in the areas of ‘The Relevance of Mindfulness to Business Leaders’ and ‘The Agile Organization: Assessment and Implementation.’ On both of those topics, I have been continuing to write articles for professional journal outlets, and I teach one course per semester at Pepperdine University in *Organizational Behavior and Creating and Leading Effective Work Teams*.”

### 1986

**Cathy Goodwin** updates, “After many years as a college professor, am now applying what I used to teach to helping small business owners create websites and other online marketing materials. Based in Philadelphia, I work with clients remotely. I am working on other writing projects, especially related to my website [midlifecareer-strategy.com](http://midlifecareer-strategy.com). “Took an amazing vacation to Egypt, to see the pyramids and other historical monuments. It was

a life-changing event. The people were wonderful.”

### 1997



Marc-David Seidel, MS 93, PhD 97

**Marc-David Seidel**, of Vancouver, B.C., Canada, reports, “I continue as an associate professor at the Sauder School of Business at the University of British Columbia. I have just stepped into the role of director of the W. Maurice Young Centre for Entrepreneurship and Venture Capital Research. I was also elected to the five-year leadership track of the Academy of Management Organization & Management Theory Division.”

### IN MEMORIAM

Joseph Rodriguez, BS 40  
Robert Singer, BS 40  
James Irvine, BS 43  
Marion Arnot, BS 45  
John Bowman, BS 47  
Carolyn Grohne, BS 47  
Robert Haddow, BS 47  
Leonard Rosenthal, BS 47  
Kenton Capen, BS 48  
Richard Finn, BS 48  
Robert Harrison, BS 48  
Bertram Witham, BS 48  
Warren Jensen, BS 49  
Donald Matthews, BS 50  
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William Bakker, Friend  
Forrest Borghesani, Friend  
Marion Soden, Friend  
Doris Wolfe, Friend



# Haas Personal View

Lucky Sandhu, BS 96, EMBA 15



At Treasury: EMBA 15s Praveen Ankala, Scott Stover, Julia Felts, Lucky Sandhu, Helen Cademartori, Grace Reyes, and Sandeep Garg

## The Rise of Fintech Is Real

After meeting with influential figures in D.C., an EMBA student—now alum—shares his insights and clarifies his goals in the area of fintech

During the financial crises of 2008, when mortgage lending received the hardest hit, I was running a small mortgage brokerage. My company survived against all odds, but it became clear to me that I had to acquire additional skills to build a stronger and more resilient lending platform. I decided to enroll in the Berkeley MBA for Executives (EMBA) program.

Throughout my studies, I keenly sought a scalable and sustainable business model. Midway through the program, I teamed with my classmate, Kanak Rai, to understand the emerging phenomena of crowdfunding and marketplace lending. In challenging the status quo, we organized the first-ever and sold-out fintech event at Berkeley-Haas in November 2015. A panel of industry leaders provided their take on the challenges and opportunities in marketplace lending and discussed the impact of impending regulation on fintech marketplaces.

Armed with excellent insights from this event, I travelled to Washington, D.C., in December 2015 with my EMBA cohort for an immersion week led by Professor Laura Tyson. Thanks largely to her tremendous D.C. network, we got to meet with more than 25 of the most influential people at some of the most prestigious locations in the nation's capital, including the Federal Reserve Board Room, U.S. Department of Treasury, the White House's Eisenhower Office Building, and the Senate Finance Committee Hearing Room in the Dirksen Senate Office Building. Some important insights emerged during these visits.

### Capitol Hill's post-crisis transformation

Since 2009, better regulatory infrastructure has been constructed to prevent a similar financial crisis in the future. The result: the advent of the Dodd-Frank Wall Street Reform Act and the creation of a beefed-up Consumer Financial Protection Bureau to rigorously enforce regulation within the financial services sector.

### Acute focus on fintech

It was fascinating to witness how extremely well informed Capitol Hill regulators were about the emerging fintech startup ecosystem in Silicon Valley. They are closely

monitoring the activities of the new non-banking fintech platforms to ensure that no shoddy banking practices of the last decade are perpetrated going forward. This regulatory scrutiny is expected to further tighten in the coming months and years.

### The rise of fintech is real

One very important validation for me during the week came in listening to several key regulatory figureheads. The emergence of fintech is being fully embraced by lobbyists, lawmakers, and leaders—all the way up to the White House.

### Building bridges

Regulators conveyed a clear message: they want fintech companies to proactively partner with them. Going forward, it'll be highly strategic for fintech companies to collaborate closely with lobbyists to influence policy and to stay in full compliance.

### A magical moment

A personal highlight for me during the D.C. immersion was listening to Haas Prof. Emeritus and Federal Reserve Chair Janet Yellen and Member of the Board of Governors Daniel Tarullo speak to us at the very table where they conduct and oversee all important monetary policy decisions. I found myself absolutely fascinated by the realization that our nation's economic history and ongoing trajectory were created in those very chairs where we all sat.

The end of the Washington, D.C., immersion also marked the end of a remarkable EMBA journey alongside my high-caliber and accomplished cohort. Kanak and I are working with current MBA students and faculty to start a fintech club at Berkeley-Haas. Also, armed with new knowledge and access to Berkeley-Haas' stellar and far-reaching network—on clear display throughout my MBA experience and most certainly during the epic finale in D.C.—I am continuing my entrepreneurial journey now by working to build a foundationally robust online lending company.

**Lucky Sandhu, BS 96, EMBA 15** (shown below with Prof. Laura Tyson), is the president and co-founder of Reliance Financial, a premier mortgage brokerage based in San Ramon that has funded over half a billion dollars in residential mortgages. He is responsible for driving the company's vision and developing market, product, and operational strategies. Earlier in his career, Sandhu honed his client service expertise as a CPA at Ernst and Young LLP (1996–99) and then as a management consultant with Cap Gemini Ernst and Young (1999–2003). In 2015, he received Berkeley-Haas' highest volunteer honor, the Raymond E. Miles Alumni Service Award.



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on the Utah Utes:**

Mexican fiesta  
tailgate party

Fireside chat  
on advancing human  
rights in business

Open Innovation  
lecture with Henry  
Chesbrough, PhD 97

Face painting

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