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Business Leader of the Year

The Voice of the Customer

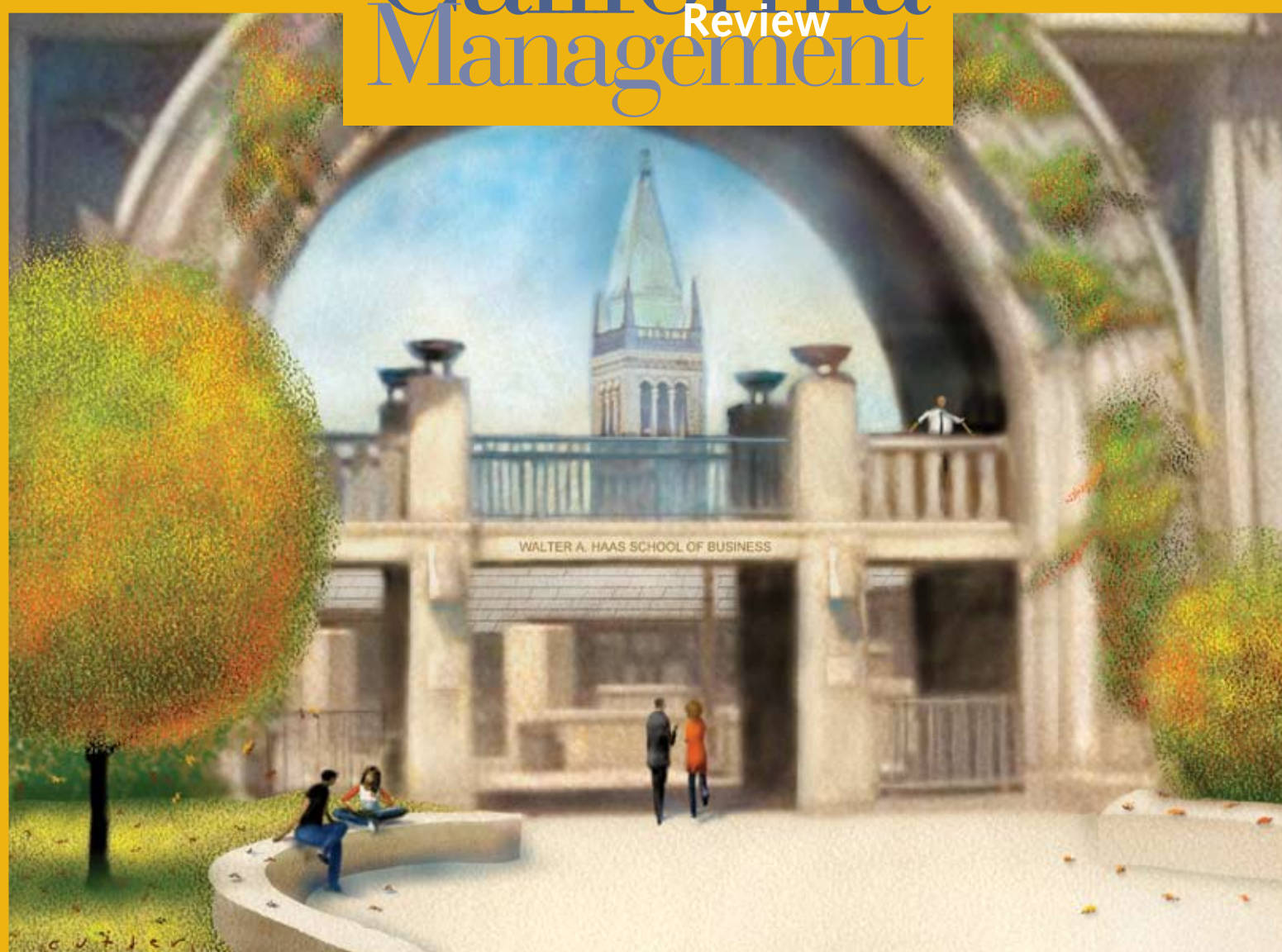
Bank of America's
Barbara Desoer,
MBA 77, makes banking
more accessible



Feats in Finance:
Haas alumni
innovate on Wall
Street and beyond

Why Last-Minute
Shoppers Settle
for Less

California Management Review



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 David C. Mowery on the Semiconductor Industry • Pablo T. Spiller on the Motion Picture Industry
 Steven Tadelis on Creating Value • David J. Teece on Intellectual Property

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University of California
Berkeley
Haas School of Business

In Brief

News from the Haas School



\$25 Million Gift from Barbara and Gerson Bakar to Add Five New Faculty Members to Haas School of Business

To honor Barbara and Gerson Bakar's gift to Haas, the school renamed its faculty building the Barbara and Gerson Bakar Faculty Building.

The Haas School of Business will create at least five new faculty positions thanks to a \$25 million gift from alumnus Gerson Bakar, a prominent San Francisco real estate developer, and his wife, Barbara Bass Bakar. The gift is the largest individual donation in the Haas School's history.

The gift will enable the school to increase within a few years its full-time, permanent faculty roster to 86 members – adding five positions to bring those ranks to an all-time high. The search for the new faculty members, who will be drawn from areas such as accounting, public policy, economics, finance, mar-

Events at Haas

November 17
Inside Innovation Conference
At the Haas School

November 19
Real Estate & Economics Symposium
Fairmont Hotel, San Francisco

keting, operations and information technology, organizational behavior, and real estate, will begin this fall.

To honor the Bakars, the Haas School named its faculty wing the Barbara and Gerson Bakar Faculty Building at a dedication ceremony on October 29, at which the new building signage and plaque were revealed.

"The Bakars' extraordinary generosity will permit the school to hire the most talented scholars and teachers in the world," said Tom Campbell, Bank of America Dean of the Haas School. "With these additional faculty members, the school can improve its ratio of faculty to students – a major goal of the school – and offer more and a wider variety of courses to our students."

"This is an extremely powerful boost for the Haas School to remain among the very best business schools in the world," he added.

Campbell also noted that the gift will bring the Haas School closer to its goal of financial self-sufficiency by turning the funds into an endowment that will pay for the new faculty salaries in perpetuity. With state funds supplying less than 25 percent of the school's budget this year, the school must rely on private donations and student fees to pay the salaries of many of its faculty and staff, and to provide essential academic and other student services.

When asked why they made this gift, Gerson Bakar said, "Just as I was helped by past bene-

factors to the university, I am pleased that Barbara and I are able to help the students who will be the future leaders of our society."

The gift was originally announced as an anonymous gift in August 2005. At the time, it was planned for the construction of a new building. In 2007, school officials, with the Bakars' support, redirected their gift to faculty development.

Gerson Bakar received a Bachelor of Science degree from UC Berkeley's business school in 1948. He began his career in real estate right after graduating. The development that catapulted him into the national spotlight was Woodlake, a 1,000-unit, multi-family housing complex in San Mateo completed in 1965. Since this was the first garden apartment community built with extensive recreational facilities, it was considered a breakthrough in American housing and has been copied many times.

Bakar subsequently developed a new facility for Levi Strauss & Co. in San Francisco that has been called "a gift to the city." Other landmarks Bakar developed include San Francisco's Northpoint Apartments and Mall, Stanford's Oak Creek Apartments, Carmel Plaza in Carmel, and Park Newport in Newport Beach.

Bakar has been an advisor and consultant to the Haas School for more than 20 years and has served several terms on the Haas School's advisory board. He also was a founding member and continues to serve on the advisory board of the Haas School's Fisher Center for Real Estate and Urban Economics. In 2007, friends and colleagues of Bakar established the Gerson Bakar-Fisher Center Policy Advisory Board

Real Estate Scholarship in his honor. Each year, the fund provides a \$10,000 merit scholarship to a Berkeley MBA student with entrepreneurial drive and a passion for real estate.

In 1978, Bakar was the keynote speaker at the Haas School graduation. He was honored as the Haas School's Alumnus of the Year in 1991.

"Our real estate program would not be the same without Gerson's trusted advice and ongoing support; he has been a true friend," said Kenneth Rosen, who has served as chair of the Fisher Center for Real Estate and Urban Economics since 1979. "He continues to help us find the support and backing in the industry – both for faculty and

"Just as I was helped by past benefactors to the university, I am pleased that Barbara and I are able to help the students who will be the future leaders of our society."

–Gerson Bakar, BS 48

student activities – that have turned our center into one of the top real estate programs in the nation."

Gerson and Barbara Bakar were actively involved in UC Berkeley's Keeping the Promise Campaign (1985-1990) and the Campaign for the New Century (1993-2000). Gerson Bakar is a lifetime member of the California Alumni Association and a supporter of UC Berkeley's athletics



program and library.

Barbara Bakar is the former president and CEO of Emporium/Weinstock's and the former chair and CEO of I. Magnin. A corporate director of DFS Group Ltd., Starbucks, and bebe stores, she also serves as a member and the former chair of the UCSF Foundation and on the board of the American Conservatory Theater.

She is the chair, president, and CEO of the Gerson Bakar Foundation, which is devoted primarily to giving to the arts, museums, health organizations, federated giving programs such as United Way, and higher education. For the past eleven years she has devoted a substantial amount of her time to the ACHIEVE Program, a high school scholarship and enrichment program that she created and oversees. ^{CB}

Barbara and Gerson Bakar, BS 48, have been staunch supporters of the Haas School and its Fisher Center for Real Estate and Urban Economics.

In Brief

Dean Campbell to Step Down Next Year

Tom Campbell, the Bank of America Dean of the Haas School, will step down from his position next summer after completing his five-year appointment, he told faculty, staff, students, and alumni of the school in August.

"Tom Campbell has shown exceptional leadership as dean of the Haas School by steadily increasing its reputation for excellence so that it clearly ranks among the top business schools nationally and internationally," said UC Berkeley Chancellor Robert Birgeneau. "On the personal front, I greatly appreciate Tom's friendship

and the sage advice Tom has given me on many complicated political issues."

Over the coming year, Campbell said he will increase efforts to expand the permanent, full-time faculty so the school can improve its ratio of faculty to students and offer more and a wider variety of courses. Campbell also plans to solidify the school's emphasis on teaching about ethics in business.

"It is a tremendous honor to lead the Haas School of Business at UC Berkeley," said Campbell, who became the school's thirteenth dean in August 2002. "I have been

most positively impressed with the loyalty of the alumni, the excellence of the faculty, the tremendous energy and high quality of the staff, and, most of all, the students, who have made this job a joy."

Prior to joining the Haas School in 2002, Campbell was a law professor at Stanford University Law School for 19 years. He was elected five times to represent the Silicon Valley area of California in the United States Congress. Campbell also was elected as a California state senator in 1993. In 2004, Campbell served as Director of Finance for the State of California an appointment made by Gov. Arnold Schwarzenegger.



Tom Campbell became the school's 13th dean in 2002.

Executive Vice Chancellor and Provost George Breslauer will create a campus committee to conduct a national search for a new dean for the Haas School in the coming weeks.

Campbell said he will make an announcement about his future plans after he leaves on July 15, 2008. ^{CB}

Students Run Social Investments

Berkeley MBA students will manage a socially responsible investment fund for the first time this fall. The new Haas Socially Responsible Investment (HSRI) Fund came about thanks to a \$250,000 gift from Charlie Michaels, BS '78, and his wife, Doris. Michaels is the president of Sierra Global Management, an investment management firm in New York City.

The fund will be managed by Berkeley MBA and Master's in Financial Engineering students with the advice of an investment advisory committee and a Haas School faculty advisory committee. Its investment philosophy will be to achieve a balance

between financial and social or environmental performance.

Students will start investing when the fund reaches \$500,000, a goal Kellie McElhane, the executive director of the Center for Responsible Business, expects to reach within a few months. The center's ultimate goal is to raise the fund to \$1 million.

Students managing the fund will be required to enroll in a new elective on socially responsible investing techniques that is being offered for the first time this fall. A group of students will also be chosen by a special committee to make investment decisions for the HSRI Fund's portfolio, taking on fund manager and portfolio analyst roles. ^{CB}

Varian is Google Chief Economist

Haas School Professor Hal Varian has been appointed chief economist at Google, the Silicon Valley search giant. Varian, a professor in the Haas Operations and Information Technology Management Group, became a full-time Google employee in June. He had worked there as a consultant since May 2002.

As Google's chief economist, Varian's responsibilities will include performing econometric analysis of its advertising auction system, analyzing antitrust and privacy policy, and developing general strategy.

Varian will keep his posts at UC Berkeley and plans to return to campus to give guest lectures. He also is giving up a regular column in the *New York Times* that he has written for the past seven years. ^{CB}

Nonprofit Center Launched

The Nonprofit and Public Management Program became the Center for Nonprofit and Public Leadership this September. The center's mission is to prepare students to found, lead, manage, or govern nonprofit organizations and organizations for the public good. Nora Silver, who has served as the director of the Nonprofit and Public Management Program, becomes director of the new center and an adjunct professor.

The center was created in response to increased demand from students for offerings in the nonprofit and public sectors. The center also recently received major gifts from individual and foundation sponsors.

In three years, the program has grown significantly. Its three courses have grown to eight, and the number of students placed as Berkeley Board Fellows on the boards of local nonprofits grew from eight to sixty. The Berkeley Board Fellows is one of the first and largest programs of its kind. Another program offering field experience is Social Sector Solutions, in which student consultants team up with McKinsey & Company coaches to help nonprofit organizations with high-impact, entrepreneurial ventures. ^{CB}

Haas Welcomes New MBA Students

The Haas School welcomed 482 new full-time and evening & weekend MBA students this August. Statistically, the new classes had the highest grade-point average and the highest GMAT scores in the school's history.



Wall Street Journal Ranks Haas #2

The Haas School ranked #2 in this year's *Wall Street Journal*, up from #5 in 2006. This was the strongest showing of the Berkeley MBA program in any major, popular ranking.

In addition to the overall ranking, the *Wall Street Journal* placed Haas in the top ten in several specialty rankings: most improved schools (#3); producing the most creative and innovative leaders (#6); minority student hiring (#6); and students with the most global mindset (#10).

Haas also was mentioned in two trend articles that accompanied the ranking. An article on custom executive education programs, titled "Just for You," highlighted the school's partnership between the Center for Executive Development and Statoil, one of the world's largest sellers of crude oil.

The 239 new students who entered the Full-time Berkeley MBA Program emerged from an increasingly competitive field. The median GMAT score was 710. Applications increased by 20% this past year, up from 2,727 to 3,276. Admission was offered to 14% of the applicant pool.

Many students in the incoming class bring experience in management consulting, finance, and high technology. Two individuals are studying in the program on Fulbright Scholarships and one is a Point Foundation Scholar.

The Evening & Weekend MBA Program welcomed 243 fully employed students, who have an average age of 32 and 8 years of work experience. Their median GMAT score is 700. About 45% already hold advanced degrees.

The students' work experience is wide-ranging; students include a US Air Force officer, a

wedding planner, a pharmacist, two Mensa members, a US Navy mission commander, and a former television reporter.

Earlier in the summer, the Haas School also welcomed its sixth class in the Berkeley-Columbia Executive MBA Program. Students in the class possess an average of 13 years of work experience. Twenty percent work in high technology, 12% work in consulting, 11% work in biotechnology and pharmaceuticals, 9% each work in finance and in computer-related services, 6% each work in telecommunications, retail, and in education/government/nonprofit, and 5% each work in real estate and consumer products.

Included in the class are a manager of the bands Xzibit and Blackalicious, a southern California clothing designer, and a director from the famed Powell's Books in Portland, Oregon. ^{CB}



Blue Cohort Participates in Competitive Games at Orientation Week

Full-time Berkeley MBA Students participated in activities, including a ropes course and competitive games, throughout Orientation Week this August to promote team- and trust-building.

In Brief

California Management Review Celebrates Fifty Years of New Ideas

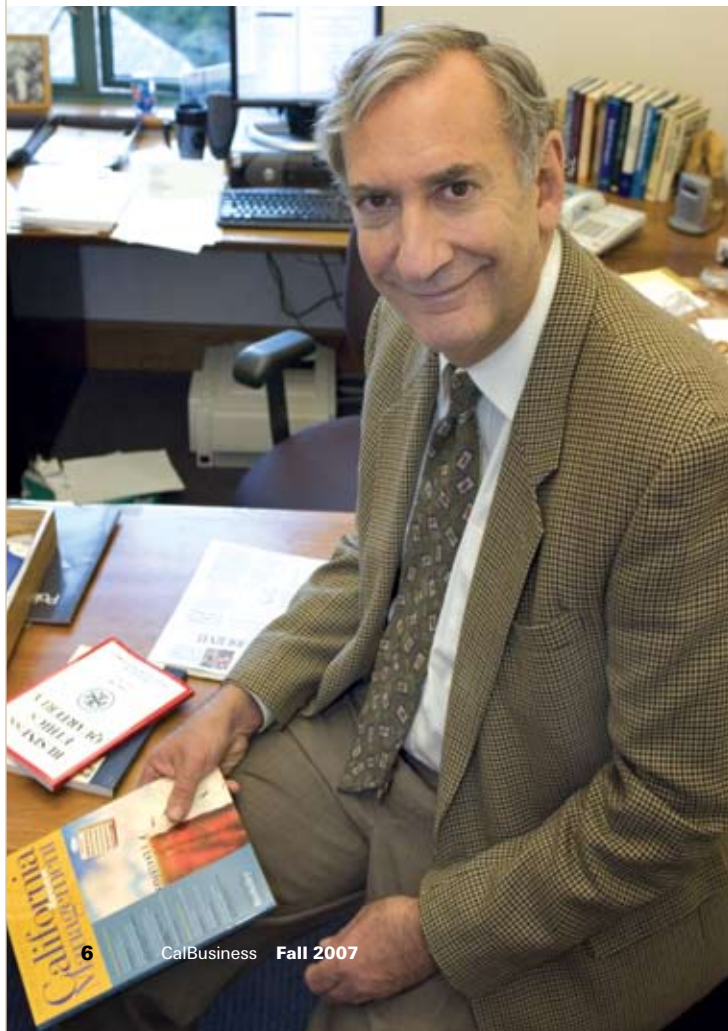
The *California Management Review* (CMR) will celebrate its fiftieth anniversary in November with the publication of a special "Leading Through Innovation" issue that will focus entirely on Haas School faculty research exploring various aspects of innovation. Seventeen faculty members have contributed to the issue.

CMR publishes articles that are both research-based and that address issues concerning managers. David Vogel, who holds the Solomon P. Lee Distinguished Professorship in Business Ethics, has served as the editor of CMR since 1982.

The Haas School is also

organizing an all-day Inside Innovation conference to celebrate CMR's fiftieth anniversary. Like the anniversary issue of CMR, the conference will highlight Haas faculty research on the role of innovation in business.

Four panel sessions throughout the day will address the innovation process, discovering and launching new products, driving growth, and creating value in a global marketplace. The discussions will offer opportunity for attendees to come to campus and participate in a rich dialogue with the presenters. The conference is sponsored by Accenture and by Deloitte. ^{CB}



Students Swim Tahoe for Charity

Battling the elements, Berkeley MBA students Matt Evans, MBA 08, and Ken Wallace, MBA 08, and four friends swam across Lake Tahoe and back to raise money for the League to Save Lake Tahoe and for the National Brain Tumor Foundation.

The group organized the fundraiser in honor of fellow Full-time MBA student Steve Dugan, MBA 08, who was diagnosed with brain cancer earlier this year. The swimmers have raised \$1,500 for the League to Save Lake Tahoe and are halfway to reaching their goal to raise \$10,000 to benefit the National Brain Tumor Foundation.

The teams began swimming from the northeast corner of the lake. Each team rotated swimmers every 30 minutes during the 11-hour trip. After the 21-mile journey, the team members arrived at Emerald Bay on the southwest corner of the lake and camped overnight before swimming back across the next morning.

The League to Save Lake Tahoe is an advocacy organization dedicated to the protection and restoration of Lake Tahoe and its surrounding basin. The National Brain Tumor Foundation is a nationwide nonprofit organization serving people whose lives are affected by brain tumors. ^{CB}

David Vogel, who holds the Solomon P. Lee Distinguished Professorship in Business Ethics, has served as the editor of *California Management Review* since 1982. He has led the journal's growth and success.

Gift Boosts Finance Careers

The Haas School has awarded the first-ever Haas Investment Banking Fellowships to six second-year Full-time Berkeley MBA students.

These entirely new fellowships are awarded to students with demonstrated academic success and interest in investment banking. Six members of the class of 2008 will receive the first fellowships: Joshua Bleharski, Kevin Kopczynski, Aanand Krishnan, Mayuresh Oke, Jie Shen, and Kieran Valley. The six recipients were selected by a committee including representatives from admissions, career services, and student services.

The investment banking fellows receive a partial scholarship funded by the CJ White Fellowship Fund and a subsidy for school-organized treks, such as the winter break trips to Wall Street and Hong Kong. The students are also matched with alumni mentors working in investment banking. While these first awards were given to students in their second year, the goal is to award future fellowships to newly admitted students. ^{CB}

Aspen Institute Ranks Haas #4

The Full-time Berkeley MBA Program jumped seven places from #11 in 2005 to #4 in the world in the 2007 Beyond Grey Pinstripes survey, published by the Aspen Institute on October 10. Among US schools, Haas ranked #3.

The Beyond Grey Pinstripes survey aimed to capture business schools' abilities to integrate social and environmental management into their teaching and research.

The ranking equally weighs four areas of the business school experience.

Haas was also ranked #1 in course content explicitly addressing the role mainstream business in improving social and environmental conditions. The school placed #4 in providing students opportunities to take courses that teach about business' role in improving social and environmental conditions, and it placed #5 in faculty research exploring the same subjects.

The ranking is based on an extensive school questionnaire. ^{CB}

Hochbaum Joins Defense Research



Professor Dorit Hochbaum

A team of UC Berkeley researchers including Haas School Professor Dorit Hochbaum was recently awarded a \$7.1 million federal grant to develop nuclear-detection technology to better protect the nation from terrorist threats.

The Berkeley team will work on the Detection of Nuclear Threat Initiative (DONUT), a three-pronged approach to enhancing nuclear detection capabilities. The project will focus on identifying methods and technologies to detect nuclear threats faster and more accurately, on developing detection instruments, and on designing algorithmic and software infrastructure to analyze large data sources and recognize patterns that could indicate a potential terrorist threat.

Hochbaum and her fellow researchers competed against 132 teams from universities nationwide for the funding.

The team also includes Edward Morse, a professor in the department of nuclear engineering and the team leader; Eric Norman, a professor-in-residence in the department of nuclear engineering; Brian Wirth, an associate professor in the department of nuclear engineering; and James Siegrist, the head of the physics division at Lawrence Berkeley National Laboratory. ^{CB}

BASE Celebrates its Tenth Year

Now in its tenth year, the Haas School's Business for Arts, Sciences, and Engineering (BASE) program drew over 110 applicants and quickly filled to capacity this summer with 52 students from schools including Brown, Cornell, Duke, and Oxford.

The majority of participants, about 69%, had completed their junior or senior years, but the class also included recent graduates, sophomores, and freshmen. For the first time, this year's class included students from Princeton, MIT, and Northwestern.

BASE is one of only a few collegiate programs that allow non-business majors to take courses from the university's business curriculum while earning academic credit. Former BASE students have moved on to earn MBAs; others have accepted marketing, product development, and consulting jobs with Google, McKinsey & Co., IBM, and others.

Mai Pham, a UC Berkeley student majoring in sociology, blogged about her experience at BASE throughout the summer. To read the blog, visit <http://haasbase.blogspot.com/>. ^{CB}

Haas@Work Heads to Cisco

Looking for innovative ways to utilize Web 2.0 technologies to market their products to small and medium-sized businesses, Cisco Systems turned to Berkeley MBA students for an influx of fresh ideas.

And after an all-day workshop in August, where teams of Berkeley MBA students worked with Cisco project managers to develop ideas for building out the company's online strategy, Cisco senior director of web marketing and strategy Michael Metz fast-tracked four of their proposals for implementation. Among the ideas accepted were the creation of product Wikis, personalization widgets for customers, and a Match.com-like "dating portal" for uniting Cisco partners with medium-sized businesses.

"Cisco got some very cool recommendations to move forward with," said Adam Berman, BS 85, executive director of curriculum innovation at the Haas School. "Our students got the unique opportunity to learn how to drive innovation within a company, interact with senior executives, and even hear the executives deliberate and disagree about their recommendations."

The workshop functions as the centerpiece of the Haas@Work program, an element of the school's Leading Through Innovation strategy. The Leading Through Innovation strategy instills in students the mindset and skills needed to foster and create workplace environments where innovation flourishes.

In October, eight students worked to enhance the four approved recommendations for Cisco – double the number in the previous Haas@Work session. The team consisted of Kim Liu, Premal Savla, Rajneel Ganjoo, Satadip Dutta, Ivan Passos, Hector Mayorga, Saranya Babu, and Jasmin Young, all students in the Evening & Weekend MBA Program. Many of the recommendations by Berkeley MBA students will be piloted and rolled out to customers during the first quarter of 2008.

"Haas@Work gave me an opportunity to think out of the box, learn the internal workings and culture of a big corporation like Cisco, and to actually put my creativity to practical use by helping Cisco deal with a pressing business issue," says Saranya Babu, MBA 08.

Haas@Work was piloted in the fall of 2006 and spring of 2007 with an online travel agency. The school is so pleased with the first two iterations of Haas@Work that it has expanded its scope to accommodate more companies and students. The number of Haas@Work projects are expected to double this coming year.

One company already committed to Haas@Work for the coming year is the \$6 billion solar-technology provider SunPower. It's a collaboration that Berman says clearly illustrates both the program's flexibility and potential.

by Ronna Kelly

Last-Minute Shoppers Settle for Less

Prof. Jennifer Aaker explores how time affects purchasing decisions and marketing messages



In early December, shoppers have the luxury of time to contemplate the perfect holiday gifts for their loved ones. Fast forward

to December 24, and the prospect of waking up the next day empty-handed probably weighs more heavily than any grandiose notion of finding the perfect present. Suddenly, getting a gift that is merely “not bad” is of paramount concern.

When the time to make a purchase is short, consumers settle for gifts that are “good enough” rather than gifts that are certain to please their recipient, according to new research by Jennifer Aaker, the Xerox Distinguished

Professorship in Knowledge.

On the other hand, given ample time to choose, consumers are more likely to desire goods and services that promise positive outcomes, Aaker found.

“Last-minute shoppers on a tight deadline will pay more for a product advertised as a means to prevent a negative outcome, such as disappointing their spouse, than for a product advertised as a means to promote a positive outcome, such as thrilling their spouse with the perfect gift,” Aaker explains.

Aaker details her findings in an article coauthored with Cassie Theriault, a marketing Ph.D. candidate at Stanford University’s Graduate School of Business; and Ginger Pennington, an assistant professor of marketing at the University

of Chicago Graduate School of Business. Their article, “Time Will Tell: The Distant Appeal of Promotion and Imminent Appeal of Prevention,” will appear in the February 2008 issue of the *Journal of Consumer Research*.

After conducting a series of experiments with hundreds of college students, the trio found that the time before deciding to make a purchase is a critical factor in a consumer’s decision making.

One study involved a group of students facing midterm examinations who either perceived the exams as “soon, only a week away” or “still a full week away.” These students received sales pitches from a fictitious tutoring service that were presented either as a way to avoid failure — highlighted with the marketing slogan, “Don’t do poorly in any class!” — or, more ambitiously, as a way to achieve success with the catchphrase, “Ace every class!”

The experiments found that consumers who have to buy something as soon as possible worry about failing their goal. This concern leads them to settle for products advertised as having the bare minimum features needed, as in the case of the tutorial service pitch claiming to help students to “not do poorly in class.”

With more time to make a decision, however, consumers become more confident that they can reach “higher goals” in their purchase, so a product that is “good” will likely appeal more than a product that is merely “not bad,” according to Aaker. Moreover, Aaker found that consumers are willing to pay more for items that sellers present as having desirable features, or products that are “promotion-framed,” sold under such sales slogans as “You desire the very best!”

For marketers, the findings underscore the importance of considering whether to promote a product as something positive or as a means to prevent something negative. Products that are

inherently prevention-oriented, such as insurance, for example, could benefit from limiting the apparent time left before the purchase.

For consumers, the research poses important questions on how they make decisions. Should they worry that their standards decline when time is running out? And if they have more time to decide, should they think about setting ambitious goals, and perhaps even ask themselves, “Would I really buy this if I had to make the decision tomorrow?”



Finding Red Flags for Companies that ‘Cook the Books’

Prof. Patricia Dechow exposes indicators of accounting fraud



Enron, the poster child of accounting fraud, showed several signs of impending disaster before its meltdown, including ballooning cash sales accompanied by declining earnings and unusually large employee cutbacks, Accounting Professor Patricia Dechow showed in a recent working paper.

These are among many red flags that a company is cooking its books, Dechow found in the most comprehensive analysis ever of Securities and Exchange Commission (SEC) enforcement releases. Other common characteristics

of firms who manipulate financial results include declines in cash profit margins, order backlog, and employee headcount as well as abnormally high increases in financing and related off-balance sheet activities.

Those findings stemmed from an analysis of more than 2,000 SEC enforcement releases from 1982 to 2005, which resulted in a final sample of 680 firms alleged to have manipulated financial statements. The SEC issues such releases to document enforcement actions against companies, auditors, and officers for alleged misconduct.

Dechow, who joined the Haas Accounting Group in July, conducted the analysis with coauthors Weili Ge of the University of Washington Business School, Chad Larson of the University of Michigan’s Stephen Ross School of Business, and Richard Sloan of Barclay’s Global Investors.

They outlined their results in a recent working paper titled “Predicting Material Accounting Manipulations,” which has drawn interest from ratings firm Moody’s Investors Service and the Public Company Accounting Oversight Board, a nonprofit corporation created by the Sarbanes-Oxley Act to oversee auditors.

“A consistent theme among manipulating firms is that they have shown strong performance prior to the manipulations,” Dechow notes in the paper. “Manipulations appear to be motivated by managements’ desire to disguise a moderating financial performance.”

Managers may want to disguise such performance to ensure their stock-based compensation remains valuable or to raise capital at better prices, Dechow explains.

From their analysis, Dechow and her coauthors devised a new tool — called a Fraud-score, or F-score — to help investors and auditors more easily predict if a company is engaging in fiscal funny business.

“Enron, for instance, comes up as a very high-risk firm,” Dechow says, noting that the energy company received an F-score almost twice as high as the average firm.



2007 Business Leader of the Year

The Voice of the Customer

Barbara Desoer, MBA 77, directs the integration of a vast array of technologies and operations capabilities at Bank of America, harnessing powerful networks to put those services at the fingertips of the bank's tens of millions of customers. As Desoer sets about those seemingly Herculean tasks, she remains passionate about using the "voice of the customer" to guide her every

Bank of America's Barbara Desoer, MBA 77, makes banking more accessible

By Diane Anderson

decision.

For her vision and for her leadership at Bank of America, Desoer is this year's recipient of the Haas School's Business Leader of the Year Award. Business Leaders are selected for their career accomplishments, their dedication to and involvement with the school, and for their stature as role models for alumni and students. The school presented the Business Leader award to Desoer during the Haas School Gala at the Ritz Carlton in San Francisco on November 2.

"Honest, wise, and kind, Barbara Desoer is a model leader and is an example for all of our students here at Haas," says Dean Tom Campbell. "We are fortunate to count Barbara as an active and very giving member of our community."

A pillar of the Haas School community, Desoer is chief technology and operations officer at Bank of America

and a member of CEO Ken Lewis' management team. Desoer is at the nexus of technology and bank operations, where she is accountable for the quality of some 400 customer transactions per second – literally billions of customer interactions yearly at the core of the customers' brand experience. In this role, Desoer leads more than 35,000 associates across 29 US states and around the world.

Under Desoer's watch, Bank of America enhanced a check-processing system that handles 15 million checks per day, an online-banking system that draws 2.3 billion visits per year, and a network that connects 6,100 banking centers and 18,500 ATMs. Desoer is also directing a strategy for a payments system that handles one-quarter of all transactions in the US.

"I constantly have the opportunity to meet new leaders, and to engage their hearts and minds," says Desoer. "I love

painting a vision and getting others excited about being a part of it."

The first member of her family to complete college, Desoer has worked hard for her success. "My dad worked hard to ensure we could attend college," she says. "My finishing was a huge deal."

After graduating from Mount Holyoke College in 1974 with a degree in mathematics, Desoer enrolled in the Full-time MBA Program at the Haas School. Desoer recalls that she picked Haas for its strong analytical training and for its classroom environment.

"The MBA program provided me with a foundation of technical skills that I have applied in various roles throughout my career," she says. "Team projects in the program helped me understand group dynamics such as leadership, compromise, and how to more effectively work as a member of a team."

Armed with her Berkeley MBA and a love of analytics, Desoer went to work for a company that she thought would provide opportunities for career growth. In 1977, Desoer joined Bank of America as a commercial lending officer. From there, Desoer served as executive assistant to two CEOs, where she essentially served as "chief of staff." In 1996, Desoer was named group executive vice president for the company's California retail banking. Two years later, she was promoted to president of Northern California banking. From 1999 to 2001, Desoer was the bank's marketing executive. Then from July 2001 until 2004, Desoer served as president for consumer products. In 2004, Desoer was appointed to her current post.

"In banking there are a lot of paths," says Tom Clausen, a former chairman and CEO of BankAmerica Corporation and one of Desoer's mentors. "I told Barbara that she had a future ahead of her in whatever path she took."

Desoer also enjoys the prestige of being one of the highest-ranking women in banking. She was just named the third most powerful woman in banking by *US Banker* magazine. In 2005, *Fortune* magazine named Desoer one of the 50 most powerful women in business. But being a woman in a traditionally male-dominated profession has not fazed her in the slightest.

"The only time being a woman has been a problem is when I let it be,"

Desoer laughs. "Many times I'm the only woman at a conference table, but the challenges are the social aspects of being the only woman in the room and the awareness of that. The only problem is thinking about it too much."

Focused on the needs of her customers from early in her career, Desoer would stand in a bank lobby and talk to them to learn what was important to them. To this day, she emphasizes the importance of serving the bank's clients, as well as training and educating employees. "It is all about people," Desoer says.

One ongoing challenge in Desoer's current role is leading the company's merger and integration efforts. Bank of America, which now has assets of \$1.5 trillion, has acquired a number of

"I constantly have the opportunity to meet new leaders, and to engage their hearts and minds. I love painting a vision and getting others excited about being a part of it."

- BARBARA DESOER, MBA 77

companies over the past three years. In 2004, they bought the \$1.4 billion National Processing Company, as well as the \$47 billion Fleet Boston Financial; and in 2005, Desoer's company acquired MBNA for \$35 billion. This year, Desoer is working on two other merger integrations: US Trust, which was acquired for more than \$3 billion, and LaSalle Bank, which Bank of America just bought from Netherlands-based ABN-AMRO for \$21 billion.

Desoer is also responsible for the company's Corporate Workplace group, which manages more than 9,000 separate facilities and more than 90 million square feet of space. Desoer's group is currently developing the Bank of America Tower in New York City. Upon completion in 2008, the \$1 billion project will result in the world's most environmentally responsible office building, and it likely will be the first

high-rise office building to achieve the US Green Building Council's Leadership in Energy & Environmental Design (LEED) platinum designation.

"There's plenty going on right now; it is a busy time," Desoer says. "But it has been fun."

Tom Clausen thinks Desoer's wisdom has helped her thrive at the bank. "Barbara has an uncanny sense of what's right," he says. Long-time friend Kathleen Correia, BS 76, agrees.

"Barbara is unassuming, observant, and pragmatic," says Correia. Correia, who founded and later sold her company, Accounting Solutions, has known Desoer for 20 years. "She is pretty unflappable. She also is very calm and respectful, and people really respond to that."

Desoer thinks one of her strengths is hiring talented, bright individuals. She often recruits new hires from the Haas School and from the greater UC Berkeley community. "We want to attract and retain the best talent we can," she says.

Desoer's husband, Marc, MBA 76, is also a Haas School alumnus. He also received his undergraduate degree in economics from UC Berkeley in 1974. The couple is passionate about education. Marc is a trustee for the UC Berkeley Foundation, and was also on the board of the Cal Business Alumni Association and on the Haas School Development Council. Barbara is on the Haas School Board, as well as on the board of Mount Holyoke. She is also on the board of Providence Day School in Charlotte, NC, where their 14-year-old daughter attends middle school.

Although she continues to streamline very complex systems, to watch foreign competition, and to listen to her customers, Desoer still finds time to indulge in her love of foreign travel and manages to attend an occasional UC Berkeley basketball game with Marc (despite living in Charlotte). Whatever Desoer does, however, it is clear she knows who she is and where she has come from.

"I'm very ambitious and optimistic – I believe things are possible, and I can visualize success and get people engaged," Desoer says. "But the best thing is being myself; I can't be anyone but myself. My family instilled in me to be aware of strengths and where I could grow. I have never faked anything. I've stayed true to myself."

Feats in Finance

By Francesca Donner

Haas alumni innovate on Wall Street and beyond

Jasvinder Khaira, BS 04, had been at the Blackstone Group for just over two years when he received an offer he couldn't refuse: the opportunity to work on Blackstone's initial public offering.

The Blackstone Group, headquartered in New York, is a private equity fund with just under \$92 billion in assets. One day Hamilton E. James, Blackstone's chief operating officer, who goes by "Tony," dropped by Khaira's cube. "He said he wanted to talk about something privately," Khaira explains.

Khaira learned that Blackstone founder Steve Schwarzman had plans to bring the company public – a move almost unprecedented in private equity. Khaira would work directly with James, Schwarzman, and three others to form a core six-person team that would bring the plan to fruition. Supporting them were dozens internal staff and scores of legal, accounting, and outside financial advisors.

About six months later, Khaira was on a two-week "road show" halfway across the globe giving presentations to hundreds in Dubai, Abu Dhabi, and Kuwait. The entire IPO process – including preparing Blackstone's offering, dealing with internal compensation, and determining a valuation for the company – took one year.

Khaira, then 25, was an analyst at the time.

"At first it was frightening," admits Khaira. "But Tony and Steve were supportive and that laid the stage for me to take on additional responsibilities."

In March 2007, Blackstone opened its IPO at \$31 a share.

"It was a once-in-a-lifetime opportunity," says Khaira, who just received a promotion to associate.

Although Khaira joined Blackstone right out of the school, he hadn't always known that he wanted to pursue a career in finance. An internship with Goldman Sachs's investment banking division, however, inspired Khaira to apply to the Haas Undergraduate Program to get a "background and core education" in business.

At Haas, Khaira began to think like an investor. "In Steve Etter's class, we undertook tangible issues, not just arcane math problems," he says. "And we grew our understanding of

what fundamentally makes a business attractive. It wasn't just stocks on a page."

Khaira's story is one example of the hundreds of Haas School alumni with successful careers in banking and investing.

Parizad Olver, BS 01, a 28-year-old hedge fund investor started out in investment banking after Haas. Olver credits the school with giving her professional direction. "Haas helped me determine where I wanted my career to be headed," she says.

"For me, Haas was an absolutely unique opportunity to really get an MBA-level education while I was still an undergrad," Olver says.

Although Olver eventually moved into hedge funds, she believes that investment banking was a "good training ground" for her current position as a vice president at the \$43 billion Fortress Investment Group, headquartered in New York. Fortress raises, invests, and manages private equity funds, hedge funds, and publicly traded alternative investment vehicles.

The 2001 University of Texas International Business Challenge Case Competition in Austin, Texas, introduced Olver to the art of public speaking. "The competition brought me a sense of confidence," she says. It's a confidence she dips into regularly as in her current job she "speaks in front of a large number of people at least a couple of times a week."

"A lot of undergrads have no idea what they want to do, but when you're at Haas, there's a sense of motivation and direction," says Olver. Since she went to Haas, she says, "I don't feel like I have to go back to school to move forward career-wise."

Behdad Eghbali, BS 98, a partner and co-founder of Clearlake Capital Group in New York, agrees. Clearlake's investment approach integrates private equity, leveraged finance, and special situations in industries including business services, communications and media, energy and power, healthcare, manufacturing, retail, and technology.

Jasvinder Khaira, BS 04, helped launch Blackstone Capital Partners' initial public offering.



"There's a sense of camaraderie, and people who end up getting into Haas are a lot more focused," Eghbali says. UC Berkeley students must apply for admission to the Haas School Undergraduate Program.

"It helps that you have to hustle and struggle to earn your place at the school," he adds.

At the graduate level, too, many students enhance their finance knowledge, landing them in top positions across the country. Finance was the number one job function for the MBA class of 2007, accounting for almost 36% of jobs for the class. Nine percent of that class went into investment banking.

"In recent years, we've seen a rise in terms of students' interest in buy-side firms," says Abby Scott, executive director of MBA Career Services.

She adds that Haas School alumni have been going in sizeable numbers into investment banking since 2004. "When there's deal activity, when mergers and acquisitions are hot, then we see more students going to do jobs in investment banks," she says.

Raja Khanna, MBA 04, is a good example. Khanna works as a senior associate at Lehman Brothers in its investment banking division, specifically within the industrials group. Lehman Brothers is headquartered in New York.

Khanna chose Haas over other schools for its welcoming environment. "I fell in love with the campus and the environment," he says. "The people were not cutthroat; they were laid back. It was a great place to grow and get a degree because it was not a cookie-cutter school."

From 2002 until 2004, it was "very hard to get into investment banking," Khanna says. "Coming out of the recession, in 2002 and 2003, Wall Street saw a lot of layoffs." But Khanna marketed himself by "calling friends and alumni and knocking down doors."

Now that he's on the other side of the table, Khanna sees a lot of Berkeley MBA students coming to Wall Street. Berkeley MBA students gain valuable exposure to Wall Street through student treks organized by the finance club in collaboration with MBA Career Services.

He says the students that visit have a good reputation. "Berkeley produces people who work well in teams, who are bright, and have a great personality," Khanna says. "And a great personality is a very important skill to have in investment banking."

Khanna also participates in an investment banking mentoring program, which puts Haas students in touch with alumni on Wall Street. "It's an informal way to talk to someone in the industry but not in the same firm," he says.

In addition to the treks to Wall Street, six Full-time MBA students each year will be selected as Investment Banking Fellows as part of an entirely new program launched this year. The investment banking fellows receive a partial scholarship funded by the CJ White Fellowship Fund and a subsidy for school-organized treks, such as the trip to Wall Street and to Hong Kong. The students are also matched with an alumni mentor working in investment banking.

Allan Holt, MBA 76, has been with the Carlyle Group since 1991. Since then, he's risen from principal to his

"Five or ten years down the road, if I change careers, or I need help with an idea, I am confident I can call on my classmates and they'll remember me and return my call, and help me, or connect me to others."

- Raja Khanna, MBA 04



Parizad Olver, BS 01, is a vice president at Fortress Investment Group.

current position of managing director and co-head of US Buyout. Before US Buyout, he oversaw Carlyle's Global Aerospace, Defense, Technology, and Business/Government Services investment sector.

The Carlyle Group, based in Washington, DC, is a private equity firm that manages over \$75 billion worldwide across buyouts, venture and growth capital, real estate, and leveraged finance.

Holt graduated from Rutgers in 1974 and enrolled directly at Haas. He has fond memories of the school. "I liked my professors and the program," Holt says.

It took Holt some trial time to find his way into the private equity business. His career trajectory took him to Coopers & Lybrand (now PriceWaterhouseCoopers) and MCI, among others, before he found what he loved best.

"I love the private equity business; I enjoy doing deals," he says. "I've been fortunate to be part of a firm that has grown from 20 people in one office in DC managing one fund of \$100 million when I started to more than 900 employees in 33 offices in 21 countries, now managing over \$75 billion."

And if Holt or his fellow Haas School alumni need help with their next deal, they know they can always call upon the Haas Alumni Network with its legions of members in banking and investment for help.

"Five or ten years down the road, if I change careers, or I need help with an idea, I am confident I can call on my classmates and they'll remember me and return my call, and help me, or connect me to others," Raja Khanna says. "I have no qualms about calling any of those people, wherever they are."

Your Haas Network



John Riccitiello, BS 81

**Chief Executive Officer
Electronic Arts, Inc.
Redwood City, Calif.**

John Riccitiello's job affords him the rarest of opportunity in business: to lead an elite team of artists and engineers who breathe life into the video games of Electronic Arts, the venerable company that produces blockbuster games such as Madden NFL and The Sims.

"There aren't a lot of companies like EA," explains Riccitiello, BS 81. "There are companies like Google or Microsoft that are pure technology. With companies like Disney, the heart of the company is animation. EA is obviously a combination of both and it's an odd mix – a challenging mix – and it's never really been done successfully to scale before."

Riccitiello, who started undergraduate classes at Haas in 1977, credits Haas School professors, older MBA students, and the senior executives who lectured at the school with opening the world and the mind of a working class kid from Erie, Pennsylvania, who spent some of his post-high school days installing linoleum.

After graduation, Riccitiello traveled the world, moving up the corporate ladder from his first job with Clorox, where he relocated to Dusseldorf, to a post as group marketing director with Pepsi in Cypress, and then to the United Kingdom as CEO of Sara Lee's worldwide bakery division.

Then, in 1996, shortly after the birth of his first daughter, Riccitiello was recruited by Electronic Arts CEO Larry Probst. Riccitiello, who was by then CEO of Wilson Sports in Chicago, packed his bags and returned to the Bay Area to become president and COO. He then spent seven years growing market share, diversifying the product portfolio, and strengthening international business.

In 2004, Riccitiello left EA to co-found Elevation Partners, a private equity firm focused on media and entertainment. But when Probst decided to step down as CEO of Electronic Arts earlier this year, it was Riccitiello he hand picked to replace him at the \$3 billion video game publisher.

A video game fan as a kid, Riccitiello tries out all of EA's new games. His favorite of the moment is Spore, which lets players guide a species as it moves up the evolutionary ladder. He says, "It's interesting for me to dig into the products and I think it's essential for the CEOs of any entertainment companies to truly like them."

Dr. Michael Alperin, MBA 05

**Chief Physician, Confederated Tribes of the Umatilla Indian Reservation, Yellowhawk Tribal Health Center
Deputy Commander, Chief of Professional Services, 396th Combat Support Hospital, US Army**

With positions equivalent to chief medical officer at two different hospitals, Dr. Michael Alperin, MBA 05, describes his career, in an understatement, as multifaceted.

Alperin is the chief physician at the Yellowhawk Tribal Health Center on the Confederated Tribes of the Umatilla Indian Reservation in eastern Oregon. The tribe-owned clinic serves about 6,000 individuals on the reservation. In his role there, Alperin is tasked with refining the care the clinic provides, as well as with looking for new ways to service the community.

"The biggest challenge is redefining the healthcare objectives and redefining how to achieve those objectives," says Alperin, who received his undergraduate degree in Asian languages from UC Berkeley, his medical degree from Harvard Medical School, and his MBA in the Berkeley-Columbia Executive MBA Program. "There is a lot of creative work in there."

As part of that redefinition, Alperin is working to engage the community to use more preventative services and is also looking at how the medical care costs are reimbursed.

In addition to his duties at the Yellowhawk clinic, Alperin also serves as the Deputy Commander, Chief of Professional Services, at the US Army's 396th Combat Support Hospital, a mobile hospital designed to take care of soldiers in the combat zone. Although Alperin cannot disclose the combat zones in which he works, he is responsible for supervising a full range of care delivery. That includes supervising physicians and the nursing staff, training, and also supporting the health of the soldiers, all under the pressure of combat.

Along the way, Alperin says he used the knowledge he acquired at Haas – from leadership to organizational behavior to operations – to focus under pressure, even in combat. "My MBA has been incredibly valuable," he says. "I have used the things in theater that I learned in school."

Looking forward, Alperin intends to expand his passion for healthcare: He is working on a startup that he says will offer a new way of organizing healthcare to improve the delivery of services. Although he is holding his plans close for now, Alperin intends to stay focused on treating patients. He says, "If you can maximize an individual's ability to enjoy family, friends, and profession by taking care of the healthcare piece, it is very rewarding."



Kathryn Hall, MBA 08

**Vintner, HALL Wines
St. Helena, Calif.**

Kathryn Hall, MBA 08, returned to Napa Valley in 2001 after serving four years as the United States Ambassador to Austria. By 2005 her Napa Valley winery, HALL Wines, was growing at a brisk pace, with plans underway for a second winemaking facility. An accomplished attorney and businesswoman, Hall enrolled in the Berkeley-Columbia Executive MBA Program to learn to manage a booming business.

"I learned a lot about business throughout my career but to handle the winery's rapid growth I felt I needed additional skills," says Hall, who completed her economics degree from UC Berkeley in 1968 and who earned a juris doctorate from UC Hastings College of Law in 1971.

Hall began her career as an assistant city attorney in Berkeley. She went on to develop and administer one of the nation's first and largest affirmative action programs for Safeway Stores, manage her family's 63-acre vineyard in Mendocino County, and produce Walt Vineyard wines for a decade.

Hall co-founded the North Texas Food Bank, was the director and vice president of the Texas Mental Health Association, and was a member of several federal advisory committees including the National Advisory Council for Violence Against Women.

But Hall's most memorable experiences come from her assignment in Vienna. As ambassador, she worked with central European countries on landmark treaties establishing a compensation program for Holocaust survivors and victims' relatives, as well as treaties that advanced tolerance, diversity, and respect for human rights.

Today Hall is building a different type of landmark: a new winery in St. Helena designed by legendary architect Frank Gehry. The 120,000 square-foot project is topped by undulating wood trellises in Gehry's signature style and will be green certified, with the facility meeting a number of environmentally sustainable construction standards.

Hall says, "We farm organically, our new facility will be green, and with our new building we will have state-of-the-art winemaking capability. Frank Gehry's inspirational design allows us to combine our goal of making great wine in a responsible way with our love of architecture. Now the challenge is to build the HALL brand and put these Haas-learned skills to work!"

Your Haas Network

Cathie Lesjak, MBA 86

**Chief Financial Officer,
Hewlett-Packard
Palo Alto, Calif.**

Cathie Lesjak, MBA 86, believes in the HP way.

Hewlett-Packard's core management philosophy, which recognizes that employees are a company's most valuable resource, helped create a steady stream of new challenges for Lesjak as she has worked her way up from treasury analyst to chief financial officer at the storied Silicon Valley giant.

"I wasn't sure I was going to stay forever when I joined in 1986 after graduation, but the opportunities that have arisen at HP have been fabulous," says Lesjak, who became CFO in January.

A seemingly unlucky turn of events brought Lesjak to HP 20 years ago. In her last year at Haas, she accepted a job in marketing strategy at a grocery store chain. The chain went private a few months later and eliminated the job before she even started it. Although not particularly interested in technology, she applied for a treasury analyst job at HP.

The position was the perfect opportunity for Lesjak to apply the corporate finance theory she learned as an MBA student to real-world challenges. Before joining Haas, she had taken only a few economics courses as an undergraduate majoring in biology at Stanford University.

"The skills and knowledge that I gained at Haas – my understanding of how to price and manage risk – play a role in almost all my decision making," Lesjak says.

After joining HP, a fortuitous meeting with then-CFO Bob Wayman proved to be a second turning point in Lesjak's career. Lesjak explained her aspiration to become treasurer to Wayman. Wayman, in turn, said she would likely make a shortlist of candidates, but he didn't know if she would get the job. His advice: get broader experience at HP.

So Lesjak moved to a controller position in HP's commercial channels unit, which handles sales and distribution for printers and PCs. From there, she became vice president of finance for the software business unit.

"I grew the most, professionally, when I worked in these new environments where I had just a ton to learn," Lesjak says. "You almost have to put yourself in uncomfortable situations, in a position with a steep learning curve, so that you are always challenging yourself and learning as much as you can."

Lesjak enjoys her new role as CFO, but she believes overseeing the finances of a 156,000-employee company will be challenging enough to be the final stop on her climb at HP.

"I'm happy in my position and feel like I have a lot of opportunity to grow in the role," she says.



Nik Patel, BS 01 and Dhruv Agarwal, BS 03

**Co-founders, True Fabrications
Seattle, Wash.**

After leaving the Haas School, friends Nik Patel, BS 01, and Dhruv Agarwal, BS 03, parted ways and went to work in policy research and in sales. Three years ago, they reunited, with Ben Inadomi, BA (English) 03, to launch Seattle-based wine accessory wholesaler True Fabrications.

"My father always pushed me to work for myself," says Patel, who worked for a nonpartisan research organization before co-founding True Fabrications. "You might work yourself to death but at least you own something at the end of the day."

Agarwal and Inadomi felt the same way. Then at a trade show in India, Agarwal spotted uniquely-designed wine tote bags, providing the inspiration for True Fabrications. So the trio moved into a defunct saddle shop and worked 15-hour days building their startup.

They began by selling a line of wine gift bags decorated with vintage posters and polka dots. They quickly added wine racks, bar accessories, and picnic baskets.

The business was well-timed: Wine consumption has steadily increased since 1994, according to the industry association Wine Market Council. This boom helped boost True Fabrication's revenues from \$170,000 in 2004 to just shy of \$2 million last year. Its products are now sold in more than 4,000 retailers nationwide, including Whole Foods and Andronico's markets.

"Demand was high from the beginning because, at the time, there really wasn't an attractive way to gift wrap wine," said Agarwal, who sold wine bags to specialty stores before co-founding his company.

Now with 16 people on the payroll and projected 2007 revenues of \$3.5 million, True Fabrications is gearing up to enter the mainstream market. This year it began selling t-shirts and a trivia game called "Winerd."

"We have 283 products and many of them could do very well in different types of stores, so we're working on expanding our retail presence," says Patel.

Karim Khiar, MBA 02, MFE 02

**Principal, Barclays Global Investors
San Francisco, Calif.**

Karim Khiar, MBA 02, MFE 02, has made a career out of trying to predict the future.

As head of the Structuring Research & Investment Group at Barclays Global Investors, Khiar manages a team that designs financial models to price and manage risk for high-return investment opportunities such as collateralized debt obligation, a security backed by a pool of bonds, loans, and other assets.

"It's one of those rare fields where you can combine different disciplines specifically mathematics, computer science, and finance," he says. "There is a real need in finance to be systematic and scientific."

Before he came to Haas, the Toulouse native spent nearly a decade constructing radar system simulations at France-based Thales Group. Khiar planned to return to Thales after Haas, but, unpredictably, that plan changed in 2001 at the Merrill Lynch-Carnegie Mellon Financial Engineering Competition.

Khiar joined the Haas team because of his modeling experience. The competition motivated Khiar to enroll in the Master's in Financial Engineering Program at Haas.

Financial engineering both piqued Khiar's interest and fit his background. Coming to Haas, Khiar already held three degrees: an undergraduate-master's degree in aerospace engineering from Ecole Nationale Supérieure d'Aéronautique et d'Espace; a master's in mathematics from Paul Sabatier University; and a master's in computer science from Purdue University.

After graduating from Haas, he worked for an investment technology consultant group before joining Barclays in 2004.

Khiar has watched financial engineering services grow into efficient and mature products that provide insights to many clients. But he predicts the best is still ahead. He says, "The field of finance and engineering is heading in the direction where more people will be able to invest in securities that have previously only been available for big banks, and it's a direct consequence of the growing efficiency of financial modeling products."



Alumni Notes

News from Haas Alumni

Submit your news online at
<http://haas.berkeley.edu/alumninotes>

Expand Your Talent Pool: Hire Haas

Over the years, I have heard many great stories about Haas alumni who have secured fabulous jobs from fellow members of the Haas Alumni Network (HAN). Alumni from around the world, representing a multitude of industries and functions, have benefited from the positions posted with the Haas School. I encourage you – no matter where you live – to remember that the Haas network has the talent to help your company with opportunities from short-term projects to new ventures. We strongly encourage international alumni or alumni living abroad to post jobs with the Haas School for both students and alumni.

To post your job openings: www.haas.berkeley.edu/alumni/career/post.html.

To post short-term projects: groups.haas.berkeley.edu/mba_program/student_services/spl/student_project_listings.cfm.

If you are looking for a new career opportunity, I would like to highlight two alumni benefits we can offer you: First, all alumni can consult our jobs database. Simply click the "Search Jobs" link on the HAN homepage to login to Haas@Cal, our suite of alumni services. This past year, we had up to 95 jobs posted each week in the Haas Alumni Jobs Database. You can also use Haas@Cal to sign up for our weekly alumnijobs@haas email that highlights new positions.

We also have a new online database that provides resumes of Haas MBA alumni, as well those of current students in the Evening & Weekend and Berkeley-Columbia Executive MBA programs. For more information, visit www.haas.berkeley.edu/groups/career-center/haas_mba_resume_books.html.

If you have any questions about our career services program, please call John Morel, Associate Director of Alumni Career Services, at 510-642-7731. You may also download our new Alumni Career Services brochure via our web site.

Please help us spread the word about the high-caliber of our graduates by mentioning the talent affiliated with the Haas School to your managers and colleagues. Your support and involvement with our Hire Haas program is essential. Everyone benefits in the end.

Best wishes from Campus,

Tenny Frost
 Executive Director, Alumni Relations

www.haas.berkeley.edu/alumni

Undergraduate

1934

William L. Bush, BS, of Lakewood, Wash., and his wife, Jane (Pierson), celebrated their 65th anniversary April 18. They have two children, four grandchildren, and four great-grandchildren. He worked for Standard Oil Co. of California (now Chevron Texaco) from 1939 to 1961 and as director of transportation for Weyerhaeuser Co. in Tacoma until his retirement in 1979. He served in the US Army from 1943 to 1945 in England, France, and Germany, and completed the Executive Development Program at the Stanford Graduate School of Business in 1953. He has also been active in the community, serving as national president of the Interstate Commerce Commission Practitioners Association, president of the Tacoma Art Museum for three terms, a member of Pierce County Arts Commission, a volunteer for the Clover Park School District, and a docent for Lakewood Gardens. He also taught at the University of Puget Sound and Green River Community College.

1955

Robert Cline, BS, (see 1961 MBA notes.)

1964

Joanie Misrack, BS, of San Rafael writes, "Since 1983 I have been working with Pathways To Peace, an international, non-governmental consulting organization affiliated with the U.N. In September we are hosting a workshop at the annual NGO Conference at the U.N. in New York, on 'Biodiversity and Climate Change: Minimizing Extinction.' Please see www.pathwaystopeace.org and www.cultureofpeace.org, and celebrate the International Day of Peace Sept. 21."



Wayne Label, BS 65

1965

Wayne Label, BS, writes, "After leaving Berkeley I went on to UCLA to get my MBA and Ph.D. in accounting.

From there I went into university teaching, and have now taught at 17 universities in the United States and Latin America. I currently teach for the University of Maryland University College, online, and thus am able to live part of the year in San Diego and the other part in Puerto Vallarta. I have finished my newest book on *Accounting for Non-Accountants*. Let me know what happened to you by contacting me at wayne@waynelabel.com."

Vijay Kumar Pandit, BS, of Mountain View, Calif., writes, "After graduating, I did actuarial work and passed three Society of Actuaries exams. After that I joined IBM and then Memorex, finally working at BMC for six years until 2005. I am a member of the Board of Advisors of InternetSpeech, a startup in voice Internet field offering a connection to the Internet by any phone using just the voice. I am also a consultant to IBM, working in its Silicon Valley Labs in San Jose. I do work in the mainframe programming of a product called Source Level Debugger. Both my children were great swimmers. My son, Jay, was the MVP of water polo in Mountain View High School. He is now a structural engineer working for Willis Construction, San Juan Bautista, Calif. He lives one block from the beach in Santa Cruz. His favorite entertainment is to do 'night surfing' off the coast. That scares me, but he does it in a well-lit environment. He also does

mountain climbing. My daughter, Amba, was doing swimming and synchronized swimming while attending high school. Her coach wanted Amba to train for Olympics trials for synchronized swimming. Unfortunately, she broke her knee while skiing in deep powder in Utah. She had two operations of the knee. She was able to swim a few years later. She participated in a triathlon off Santa Cruz in 2005. The triathlon involves 1500 meters of swimming in the ocean past sea lions and other creatures. That is followed by 10 kilometers of running. She has recovered enough to be able to do that. She just got married on Mar. 28, 2007, to Marc DesJardins. She is an honors graduate of UC Davis. She worked for Cisco in Silicon Valley but switched to a career in real estate. She owns a home, a four-plex, a five-plex and sells properties. I took time off from my work at IBM to attend the annual convention of National Federation of Blind from June 30 to July 4, 2007, for InternetSpeech. While I was there I participated in NFB's March of Freedom for the Blind of America, on July 3, 2007. I wore the yellow scarf that the blind people wore during the March."

Nick Van Valkenburgh, BS, writes, "I was commissioned out of ROTC and served 21 years as an Air Force transportation officer and retired as a lieutenant colonel. After retirement, I joined Apple Computer as a national account rep and later as a senior systems engineer based in Birmingham, Ala. After Apple, there was a series of computer support-related positions with Boeing and NASA in Huntsville, Ala., supporting the International Space Station Project and Marshall Space Flight Center. I am currently a program analyst with the US Army Cargo Helicopter program at Redstone Arsenal in Huntsville. My wife, Betty, and I just celebrated our 41st wedding anniversary with our two daughters and two grandchildren."

1967

Richard Lyon, BS, writes, "I hope this finds you happy, healthy, and enjoying life! I am working on creating a fun and very cool membership social club and restaurant just for baby boomers. BOOMERZ-ONLY! will be like

Cheers meets PBS for boomers, a very friendly, inviting place to eat and drink, have fun and do community service! I plan to open my pilot unit here in Sacramento in the very near future. Clubs will be full-service restaurant and bar establishments. We will feature an on-site micro-brewery, espresso bar, and sushi bar. Membership focus will be on those born before 1965. Employees must also be members. Clubs will serve as community service hubs as well as commercial hospitality units. With our full-time activities and community service director, we will maintain ongoing teams for groups such as Habitat for Humanity, Meals on Wheels, and Race for the Cure. If this sounds interesting to you, please get in touch! 916.739.6432 r.lyon@boomerz-only.com"

1969

Daniel Asera, BS, senior class president of the class of 1969 at Cal, is the founder and president of Cal Spirit of Las Vegas, the local alumni chapter in southern Nevada. More than 2,000 Cal alumni live in the Las Vegas area. The group has been very active since its founding in 2005 and is planning several Cal football events for the fall, including a joint Big Game viewing event with the local Stanford alumni chapter and a road trip to the UCLA game. This year the group also plans to raise additional Cal Alumni scholarship funds for local high school students accepted to Cal and to attend high school college fairs in the area. Asera teaches accounting at the University of Nevada, Las Vegas, and this fall he is establishing the UNLV Government Affairs Program, which will provide paid Washington, D.C., internships to Nevada college students, similar to the Cal-in-the-Capital program. In addition, he continues to support his community as a member-at-large of the Regional Transportation Commission Advisory Committee and the Community Development Advisory Committee.

1970

Gisela Franken-Ohlemutz, BS, MBA, see MBA 1972 notes.

1972

Ron Jung, BS, of San Francisco writes, "In November, it will be three years since I retired. After 32 years in the accounting profession, I was fortunate to sell my accounting practice and retire at the age of 56. During these past few years, I have worked on my golf game (a never-ending task), taken a number of fun educational and physical classes, traveled a bit, and just plain relaxed after having survived a number of tax seasons. Most recently, my wife and daughter and I spent 11 days on Kauai playing golf, snorkeling, sightseeing, and just having fun. My daughter is a sophomore at Sacred Heart Cathedral Preparatory and has her sights set on attending college in the UC system – hopefully at Berkeley."

1974

Bart Young, BS, MBA, see MBA 1975 notes.

1978

Eric Rayner, BS, of Novato, writes, "Originally I went to Berkeley to be a landscape architect, but the long night hours of school work led me over to the business school. Later I got my MBA at Arizona State University. After a decade in the solar industry, and then some time in the finance field, I returned to the landscaping field. I started Rayner Landscaping Inc. five years ago. We have been fortunate and have been awarded by independent judges in the landscape industry as a company that produces exceptional work. We are the only company in the north coast of California to win an award in the under-\$30,000 price range for the past three years. Being a licensed landscape contractor is very exciting and rewarding. To all those picking a career, sometimes waiting 30 years before getting on track is possible."

1979

The Cal campus is featured in a controversial new screenplay by **Kendall Callas, BS**, of San Francisco. A consultant in the Bay Area law office computing arena, he is looking for an agent for his new endeavor. www.Neanderthal.TV

Steven Gomberg, BS, MBA, see MBA 1981 notes.

1980

Robert Finley, BS, MBA, see MBA 1987 notes.

1983

Greg Frank, BS, writes, "I live in New York with my wife, Christine, UCLA, BA 1987, and two beautiful girls, Jessica and Jennifer. After spending nearly 15 years at Citigroup where I covered banks and finance companies, I now work at Moody's where I'm a senior analyst on the US banks team. On weekends we like to escape to our lake house on Greenwood Lake, where we enjoy boating, fishing, and jet-skiing. I'm a proficient barbecuer, and with glass of red wine in hand, I don't let rain or snow get in the way."

1985

Lawrence Pon, BS, of Redwood City, Calif., writes, "I am pleased to report that I have passed the US Tax Court bar examination, which means I can add USTCP (United States Tax Court Practitioner) behind my name. I am now admitted to practice before the US Tax Court to help clients in their disputes with the IRS. The difficult exam has a very low pass rate (5 to 16 percent) and only 241 people have passed this test since 1942. I can thank Professor Cerf for his tax research class that I took in 1985 in helping me pass this test. You never forget the stuff you learn at Cal! Go Bears!"

1988

Chris Carvalho, BS, of San Rafael writes, "This has been a busy year for me at home and at work. In February my wife gave birth to our third son, and in May Lucasfilm celebrated Star Wars' 30th anniversary. Now in my ninth year at Lucas as the head of business development I also recently became the interim head of our Internet division, which includes www.StarWars.com."

Tom Furtney, BS, of Larkspur, Calif., writes, "I am enjoying life with my wife, Erin, and our two children, Fiona (2 1/2) and Ford (10 months). I have been in sales since graduating from Cal, and I recently accepted the position of sales director with Jobsience, a San Francisco-based software developer. In the process of building my sales team, I have been fortunate enough to hire two recent Cal graduates as sales-

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people. I'm looking forward to seeing the Bears play in the Rose Bowl this January. Go Bears!"

1989

Timothy Wong, BS, writes, "I'm moving back to California from Vail, Colo., to serve in my 12th year in education as principal for Calvary Christian High School in Pacific Grove, Calif. I love working with others to prepare young hearts and minds to serve and lead their communities in an ever-changing world."



Timothy Wong, BS 89, and family

1990

A.T. Kippes, BS, of San Francisco, writes, "I have just finished assisting nationally recognized attorney J. Gary Gwilliam with writing his autobiography, *Getting A Winning Verdict In My Personal Life: A Trial Lawyer Finds His Soul*. This powerful story details Gary's transformation from of a drug-using gang member and alcoholic to a leader of his profession and someone who knows his life's purpose. Now that the book has been published, I will be focusing on the marketing of the book. If anyone would like to purchase a copy, it is available on www.amazon.com."

1996

Messai Gessesse, BS, of Washington, D.C., writes, "I recently joined TV One's Legal Department as in-house counsel. I continue to travel the world as my main hobby, and have been fortunate enough to travel to Ethiopia, Thailand, and Dubai this year."

1997

Bobby Grant, BS, of New York writes, "The true highlight of my life is that I've maintained health and happiness throughout the years. Professionally I call the leveraged finance capital markets home, having worked in the energy, power, transportation, and aerospace/defense sectors. I am focused on cash flow and asset-based lending in the middle markets. I started my career after Haas living in Japan, and ultimately London. I spent roughly seven years living and working abroad, primarily as a credit trader. I've managed to stay active in every community I've called home, resulting in some quite interesting social and cultural outcomes. I don't have enough time to provide the myriad details. I wish you all a most prosperous life. I do miss the good old Berkeley days. Go Bears!"

1999

Daniel Ball, BS, of Los Angeles graduated in June from the Fully Employed MBA (FEMBA) program at UCLA's Anderson School of Management. As part of the three-year FEMBA program, he completed a consulting engagement for a Spanish technology company, in which he built a business plan and product development strategy that resulted in \$1 million in venture capital for the startup. During the program, he worked as a forecasting and market research manager for Amgen, a biotechnology company in Thousand Oaks, Calif., and has enjoyed spending his limited free time discovering new vacation spots in Colombia, Japan, and Europe."

2000

Daniel Phung, BS, and Carolyn Pan returned to their Cal roots by having their April 14 wedding ceremony in Tilden Park. Pictures are at danielcarolyn.com. He writes, "We rented an apartment from another Golden Bear and are moving to Irvine, Calif., this summer."

2001

Patrick Merrill, BS, of Merced, Calif., recently moved to Central California after earning his MBA at Oregon and working in San Francisco at PR agencies Weber Shandwick and Hill & Knowlton. Patrick took a new marketing manager position with County Bank in June at its Merced headquarters, where his fiancé is a business banker/AVP, and is looking forward to an April 2008 wedding.

Joe Spector, BS, writes, "After completing my Wharton MBA this May, I have decided to take the entrepreneurial plunge. I have partnered with a Penn Law grad to start QuieroLatino.com, which will be an online dating community targeting professional Latinos. Before graduation, we had made it far in several business-plan competitions and incubator programs. After lining up an amazing team of community leaders, marketing professionals, and financiers for our advisory board, we decided to roll up our sleeves and pass up lucrative full-time opportunities to pursue our promising business venture. QuieroLatino.com will differentiate itself by taking a local grassroots approach by establishing relationships with local organizations and having local events to promote the brand. QuieroLatino.com plans to launch in September 2007 with a focus on the Northeast before finally making out West by early 2008."

2002

Peggy Hsieh, BS, married Jun Xu, also a Berkeley alum, on June 2 in Southern California. Peggy and Jun are now in Charlotte, N.C., and will



Daniel Phung, BS 00, with his bride

both begin working for Banc of America Securities in private equity and leverage finance, respectively. Go bears!"

Kristine Fernando Pompeo, BS

married David Pompeo May 5 in Diamond Bar, Calif. The couple met in New York and are living in Upland, Calif. She writes, "We just got back from our honeymoon in Italy where we ate gelato three times a day and pasta for breakfast, lunch, and dinner! I am still working for the Walt Disney Co. in Burbank within the Home Entertainment Division, and will be pursuing my part-time MBA degree beginning this fall. Go Bears!"



Kristine Fernando Pompeo, BS 02



Deborah (Hoang) Wong, BS 03, and family

2003

Deborah (Hoang) Wong, BS, writes, "My husband, David, and I just celebrated our son, Tyler's, first birthday on May 26. I am also excited to start my new job as a financial analyst in the comptroller's department at Chevron Corporation. We just recently purchased a new home in San Ramon and are extremely happy to start moving in."

Romita Jerath, BS, who will finish her MBA in 2008, writes, "I have been in a finance rotation program at the Boeing Company for the past 3 1/2 years. Through my experiences, I have learned about cost analysis and scheduling, business operations, contracts administration, and rate management."

Kinman Tong, BS, of San Francisco moved on from the world of auditing, and is currently a senior consultant with Deloitte Financial Advisory Services LLP, in the Forensic Investigation & Dispute Consulting Group. He would love to reconnect with fellow classmates to start planning for the five-year reunion in the upcoming year. He can be reached at kinmant@haasalum.berkeley.edu.

Amy Wong, BS, of San Jose writes, "I am still working at Deloitte Tax LLP, and recently got promoted to Manager."

2004

Yong-Jin Oh, BS, of Seoul, South Korea, writes, "It's been three years since I left Cal, but even now I miss Cal, especially Haas School of Business. I am planning to fly over to Haas for MBA. Now I work for Korea Export Insurance Corporation, which is a governmental institution. I look forward to going back to Haas and seeing all of you. I love Haas so much!"

Daniel O'Leary, BS, writes, "After graduating my wife and I moved down to San Diego where I accepted a job as a manufacturing manager at a contract engineering and manufacturing firm, D&K Engineering. I've been fortunate enough to be part of the development of the manufacturing side of the business, essentially from the ground up, and am now responsible for all of its manufacturing operations. It's an extremely challenging and dynamic environment requiring many of the industrial engineering and business skills I sought out at Cal. We engineer and manufacture anything from card shufflers and inkjet refill systems to large industrial three-dimensional printers. My wife and I now have a baby girl turning 1 next month."

2005

Allen Vartazarian, BS, of Los Angeles writes, "In July 2006 I decided to quit my full-time job to pursue my dream of starting an Internet company. With the recent success of television shows like American Idol, America's Got Talent, and America's Next Top Model, I was convinced that the Internet needed a free community where aspiring artists could share their talent and connect with



Allen Vartazarian, BS 05

fans and industry professionals. The concept for FameSource.com was born that summer, and after months of development, successfully launched in March 2007. This has been the most challenging endeavor and biggest accomplishment of my life. I am confident that the negotiation, marketing, and entrepreneurial coursework I took while at Haas prepared me for the challenges I faced as CEO and co-founder of Famesource.com. Go big or go home!"

2007



Gao Chen, BS 07

The surprisingly many lectures on team building and communication make me believe I'm back in UGBA100 or 155 lecture. Although the switch from business to medicine is a drastic one, I hope my interest in international medicine will allow me to one day return the business arena."

Gao Chen, BS, writes, "I am attending the M.D. program at the University of Arizona College of Medicine."

MBA

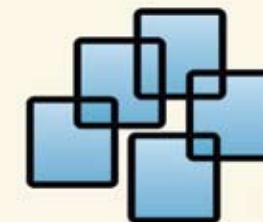
1950

Fay Blair, BS, of Santa Rosa writes, "I am enthused about TAAP (The Academic Achievement Program), a scholarship program for students who have qualified for Cal and overcome significant obstacle" along the way. I am reading applications, interviewing applicants, contributing funds – and meeting these super stars."

1957

Steve Schneider, MBA, writes, "Before there was Haas, even before there was Barrows, there was a graduate School of Business. I recall that during my 12 months in the school we (in the classes I took) set eyes on only one businessperson from outside the university! My recent visits to

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the Haas School and various special events have shown a remarkable contrast with the old days. Perhaps the best example of progress and openness is the opportunity we alumni have been given to audit one class a year. If you live anywhere near Berkeley this is a gift to be accepted ASAP. My class last fall was taught at the Goldman School on the subject of housing and public policy – a brilliant professor and 20 or so brilliant classmates, plus one with experience but no brilliance. I urge you all to come back to the campus if you can. Since 1957 I've served in the US Foreign Service, taught in community college for 27 years, and have been involved for 30 years in Marvin Gardens Real Estate in Berkeley. Cheers."

1961

Robert Cline, MBA, of Sacramento has been a lobbyist for 27 years representing a variety of clients in business and local government, including Duraflame, Whirlpool Corp., National Cement of California, Autoland, Option One Mortgage Corp., and California Association of Auto Brokers. He is a former member of the California State Assembly having served 10 years, elected from a district covering northwest Los Angeles County and eastern Ventura County. After receiving an MBA, he joined Litton Industries as a financial analyst, ran unsuccessfully for the US House of Representatives losing by less than one percentage point. Cline is married to the former Jeannette Wilhoit, has two children by his first marriage, one stepson, and eight grandchildren.

1963

Ronald Savitt, MBA, of Portland, Ore., retired from the University of Vermont in 2003 where he held the John L. Beckley Chair of American Business. He writes, "In the years since leaving Berkeley I received a Ph.D. in economics from the University of Pennsylvania and went on to teach at Boston University, the University of Alberta, Canada, Michigan State University and then Vermont.

I had senior Fulbright lectureships in Turkey in 1971-72 and Hungary in 1991-92. My wife, Ann, and I were married in 1981 and have one daughter, Sarah, who is working in London. During the past five years I have turned my interests in management to polar exploration and have begun to evaluate polar explorers as managers. Two articles have been recently published in the Polar Record and several more are under review. My free time is spent deep in the darkroom developing and printing in the old ways and white-water rafting and fishing. I volunteer with Oregon Trout in an environmental program called Salmon Watch, in which we take middle and high schools to the rivers to teach them about their importance for the salmon and our own health."

1965

Philip (Andy) Bewley, MBA, writes, "Since 1973 I have run my own tax and financial planning business in Aptos, Calif. My wife, Pat, and I have made it a practice to do extensive international travel when tax season is completed. Several of these trips have been through Bear treks, including a trip down the Dalmatian Coast led by Dean Cheit and his wife, June, in 2004. This year we were staying in Greenwich when the Cutty Sark caught fire. Pat slept through the fire truck sirens and the helicopters flying overhead at 5 a.m. We are waiting for football season to begin."

1967

Knut Dale, MBA, of Arcadia, Calif., writes, "After graduating and spending the summer traveling in Europe, I was drafted and spent two years in the US Army. Then I went back to Cal to get my MBA degree, during which I got married to Nina in Denmark. After graduation I joined Bank of America's International Division at its San Francisco headquarters. I retired about five years ago after a 35-year career working in California, England, and Denmark in a variety of marketing, administration,

and management assignments working primarily with major corporate and government clients. Before and after retirement I've enjoyed participating in a number of running events, including the San Francisco and Los Angeles marathons. Last July I had my toughest exercise opportunity, hiking to Mt. Whitney's summit and back in one day over 15 long hours. I've self-published a book on our family's history and am completing a book on US public policy and business reforms, *Greater Nation*, which I hope to have published. Nina and I have two children and two grandchildren."



Robert McDermott, MBA 67

Bechtel working in San Francisco, Edmonton, Canada, Fos-sur-mer, France, Arun and Balikpapan, Indonesia, Abu Dhabi, and London for the past 20 years. Most notable projects were a large iron and steel complex in France, an LNG plant and a refinery in Indonesia, the channel tunnel between UK and France, and the channel tunnel rail link in the UK – Britain's first high speed railway, two-thirds of which opened in September 2003 and will be fully operational on Nov. 14. Now I'm settled back in our home in Tiburon with wife, Randi, while sons Erik and Martin live and work in Kyoto, Japan, and Paris, respectively."



Herman (Buzz) Boschken, MBA 68, on a research trip in China with his wife, Irene

1968

Laurence Berger, MBA, writes, "I am well into my 10th year at McKinsey & Co., serving as a financial institutions practice specialist for our clients in the Asia Pacific Region. It is an exciting dynamic area of the world with double-digit rates of growth in several of our core markets. The US sub-prime mortgage/debt market issues are unlikely to have a serious impact on East Asian financial markets, and we anticipate continued robust demand from our clients and relationships throughout 2007 and into 2008. My wife and I maintain our home in Orinda and often miss the relative peace and tranquility of the East Bay."

Herman (Buzz) Boschken, MBA, and his wife, Irene Boschken, BS, '66, visited Beijing and Shanghai in May and June on a faculty research trip focusing on such issues as Chinese American entrepreneurship, global-city economic development, and global warming. They had visited China in 2000 and were amazed by the changes in almost every respect, such as the replacement of cars by bicycles. Last year they were in South Africa at the international sociological meetings presenting a research paper on global cities. The contrast between these two parts of the world could not have been greater with respect to culture, economic development, and environmental issues. In August, Buzz presented a paper at the American Political Science Association in Chicago on global cities, which will be published in *Urban Studies* in early 2008.

He is professor of management and policy at San Jose State University. He is also a commissioner of the Davis Natural Resources Commission. Irene is a retired senior administrator of the San Juan Unified School District in Sacramento, but continues her consulting career in organization development. They have six grandchildren and another one on the way.



Arnfin Haavik, MBA 68

Arnfin Haavik, MBA, of Oslo, Norway, writes, "For the last five years I have been working on my own in real estate. Prior to that I was in the oil exploration business. I am now reducing business activities, and I spend much time on music, playing the piano. I have my own band, For Swingende, and we play at birthday parties and other events. Tennis is another of my favorite activities. I am experiencing, as many others do having passed 60, how much time it takes to do nothing."

1972

Gisela Franken-Ohlemutz, MBA, writes, "About a year ago I retired as CFO from a wonderful job at Mathematical Sciences Research Institute, closely associated with UCB, where I spent my final nine years of employment. I still reside in the Oakland Hills with my husband and two adorable cats, spending my time playing tennis, performing volunteer work, and traveling. My UC education provided the platform for an interesting career highlighted with five-year terms each as CPA at Deloitte & Touche and Kaiser Cement. The next 10 years were spent as controller/treasurer of the San Francisco Opera, making a big change from cement production to art. The last career move was into mathematics, a field I originally wanted to pursue as an undergraduate, but then switched to business administration. What a privilege to be able to watch the major tennis tournaments now during the day in my retirement!"

1975

Robert Benditt, MBA, of New York writes, "After graduating Cal, I went to San Francisco State and did a second BA, in Japanese. In retrospect, that was the single most important thing influencing my career, more even than the MBA. After the BA I came to Columbia for a year to study advanced Japanese and then went to live in Tokyo for three years, during which time I gained fluency. By the time I came back to the United States I had been out of MBA school for five years with no MBA-like experience. The first real job I got was with Mitsubishi International and stayed there for five years, after which my family and I moved back to Japan for BOC as an expatriate for three years. On returning to the United States I began to work for US companies in the securities information business for five years (during which time I completed the CFA program), Thomson's First Call for five years, Multex and then Reuters (who bought Multex) for eight years. At these companies I was variously a salesman in Tokyo for US financial data, a content developer of Japanese financial data, and manager of the relationships with the Japanese brokerage houses who sent data to us. Very recently my role at Reuters has changed to focus on other things. By far, being able to do business in Japanese has been the glue that held my career together over the last 25 years."

Bart Young, MBA, reopened his creative marketing communications agency, Young Company, in 2006, after having sold his firm to The Phelps Group of Santa Monica in 2003. Located in downtown Laguna Beach puts Young Company in the heart of Orange County's creative arts community and adjacent to the most dynamic economy in the country. Bart has been very active in the Haas Alumni Network having served as president of the LA Chapter in 2005 and is now president of the Orange County chapter. Happily married to wife, Cindi, for 25 years, Bart and Cindi are now proud grandparents to Rowan DeTorres, whose mother, Robyn, is their daughter and runs interactive media at Young Company. He writes, "Rowan goes to school directly across the street, so I see him almost every day. Life couldn't be sweeter, and the Haas Network is now more

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important to me than ever as I meet new Haas Alumni in OC. Go Bears!"

1979

Lori Gibson Banducci, MBA, has lived in Boise, Idaho since 1979. She writes, "In 1979, people thought we were crazy for moving to Boise. Now it consistently shows up on the lists of best places to live and do business!" She has three children, the oldest graduated from University of Puget Sound this spring, the middle one is a junior at the University of Wisconsin-Madison, and her youngest will be attending UPS as a freshman this fall. After a diverse career in traditional marketing (Ore-Ida, Hewlett Packard, Alberston College of Idaho), she has started her own business, For Each Other LLC, working with women artisans and cooperatives in developing countries to sell and market their products in the United States. For Each Other pays a fair price for these products, shares the story of these women and the critical role they play in providing for their families and communities, and gives a percentage of the proceeds back to the cooperatives and communities."

1980

David Katague, MBA, writes, "After retirement as chemistry team leader at US FDA, Center of Drugs, Division of Anti-Infective Drug Products in Rockville, Md., my wife and I started constructing our winter residence, beach resort, and conference center in Boac, Marinduque, Philippines. Chateau Du Mer, is now fully operational. I am inviting all Haas alumni, their family and friends to visit my website, www.chateaudumer.com. If you are looking for a perfect and affordable vacation basking in the sun or a romantic getaway, then Chateau Du Mer is waiting for you. Hope to see you soon."

John-Paul Leonard, MBA, of Joshua Tree, Calif., publishes *9/11 Truth* books under the

Progressive Press imprint. His new titles for 2007 are *Truth Jihad: My Epic Struggle against the 9/11 Big Lie*, a humorous autobiography about academic and religious freedom, and *The Nazi Hydra in America: Suppressed History of a Century*, 660 pages of piquant details on the unceasing efforts by the plutocracy to install a fascist New World Order. He recently learned to use Photoshop and created the cover of the book *Truth Jihad*.

1981

Ted Gutierrez, MBA, is running a volatility management fund in partnership with FTN Midwest.

1981

Steven Gomberg, MBA, writes, "I moved to Thailand in June 2006 to become the finance director for asiBIOGAS Co. Ltd., Southeast Asia's largest biogas project developer and operator. We are headquartered in Bangkok and have operations in The Philippines, Vietnam, Indonesia and Malaysia. It's quite an adventure both in terms of lifestyle and industry. Focusing on renewable waste to energy generation, we design, build, and operate power plants that convert organic industrial waste into methane and electricity. We are in the middle of the whole alternative energy/global warming/carbon credit milieu. When I went to Berkeley I was never a green, save the world person, but it does feel good to work at something that has real environmental benefits, like reducing the need for traditional fossil fuels, reducing the emissions of greenhouse gases, and improving the quality of industrial wastewater. On top of that, we sell the energy at below-market prices and make money without government subsidies. Two weeks ago I went to a Cal Alumni Association Thailand chapter event and there were at least 40 Bears. I have a Slingbox on my laptop so I can watch Cal football live wherever I am at ungodly hours of the morning."

Joani Mitchell Krieger, MBA, is busy working as a freelance management consultant for both Clarity (www.get-clarity.com) and Oliver Wayman (www.oliver-wayman.com), formerly known as Mercer Management Consulting, while trying to start a travel business in her free time, and traveling to India, Israel, and China this year. Her son, Dan, a senior at Pitzer (Claremont), is actively involved in politics. Her daughter, Rachel, a junior at Scripps (Claremont), is enjoying psychology, and her youngest, Shoshana, is a junior in high school involved in softball. Her husband, Larry, still owns Larry's Baby Safety Services, a childproofing service in the Bay Area that he has run for over 21 years.

Kevin McDermott, MBA, of Chicago writes, "I am working on a consulting engagement with the director of elections for Cook County, Ill., one of the largest voting jurisdictions in the nation. Given my interests in both politics and information technology, this is a dream assignment. We have been able to introduce a couple of significant improvements in security to further ensure that computerized voting equipment accurately and completely records the voters' true intentions. Given the turmoil and public suspicions surrounding recent presidential elections, and the likely contentiousness of the upcoming one, I can't imagine a more worthwhile use of my skills and experience than in helping to ensure the integrity of the vote, the foundation of democracy."

1983

John Allen, MBA, of Auckland, New Zealand, writes, "I'm still surfing after all these years. But Melissa and I are very



John Allen, MBA 83, with his daughters

busy with our three daughters, including two teenagers. We've been back in New Zealand for 16 years. I have had a career of investment banking, strategy consulting, and helping tech startups. It's been fun, but now I'm able to focus my experience on something I'm passionate about - I've co-founded Aliveworld, launching in fourth quarter 2007, to help people make change in their lives. In my experience there are many people wanting to make better of their lives in all sorts of areas, but it's hard to make change. Aliveworld, a Web application, features online communities that interact with change leaders for guidance. We are bringing on a number of US partners, so I'm looking forward to spending more time in the Bay Area again."

Frederic Klaske, MBA, has filed to run as a Democrat and an environmental entrepreneur for the open State Assembly seat being vacated by Guy Houston, R-San Ramon, in 2008. Prior to this, Fred had founded and was the president and CEO of a successful and rapidly growing solar power company, Sky Power Systems (www.skypowersystems.com). Fred came in first in the amount of money raised through the first reporting deadline of June 30, out of eight candidates who had filed on the Democratic side of this very hotly contested swing seat. More information about Fred, his background, and his campaign, can be found at www.fredklaske.com, the campaign's Web site.

Enrico Hernandez, MBA, writes, "I serve as director of finance and business services at Notre Dame High School in Belmont. Notre Dame is an all-women, Catholic high school. I am in charge of finances, facilities, and human resources. I keep busy! I also am a visiting adjunct faculty member at the University of San Francisco's School of Education. I teach school finance in the Organization and Leadership and Catholic Education Leadership departments."

1986

Steve Blechman, MBA, writes, "For the past year I have been settling into my new job as director of HR services and systems at Princeton University. After celebrating our 20th wedding anniversary last December, we'll have two freshmen this fall, one

in college (Arcadia University) and one in high school. We live just outside Philadelphia and would love to reconnect with former classmates. If you pass through Philly, the cheese-steaks are on me! steveblechman@haasalum.berkeley.edu"

Titus Brenninkmeijer, MBA, writes, "After having worked in apparel retailing for over 20 years, I made a drastic career switch four years ago. I founded the investment company Solgenix to invest in solar-energy companies in the United States as well as in emerging markets. The investment portfolio includes Standard Solar, a company based in the Washington, D.C., area, that installs residential solar systems. These systems generate electricity to lower the owner's utility bills. The portfolio also includes United Villages, a US company that installs communication kiosks and commercializes pre-paid credit cards in rural villages in emerging markets. The kiosks are owned by local entrepreneurs, and some are solar powered. Presently, kiosks are being operated in four countries - Cambodia, India, Ruanda, and Paraguay. With two partners, we founded the Energy Access Foundation in 2006, a US nonprofit that supports rural energy delivery companies in the emerging world. I am a board member of Accion International, a nonprofit supporting Micro Finance Institutions in 23 emerging countries and a member of TechnoServe, a nonprofit working with rural entrepreneurs in 15 countries in Africa and Latin America. I have been living in Pasadena, Calif., with my wife and three children for the past six years."

Robert Finley, MBA, writes, "Since May 2007, I have been CFO of Telekenex (www.telekenex.com), a Voice Over IP company located in San Francisco. It is great to be back in the city! I would love to hear from any alumni from the class of 1980 or the evening program MBAs who graduated between 1985 and 1987. Has anyone heard from Kristy Kardel?"

1987

Timothy Byrd, MBA, writes, "I have been practicing law since receiving my MBA from Haas and my JD from Boalt in 1987, first with Bingham McCutchen in the Bay Area and the last 16 years with E. & J. Gallo Winery in my hometown of Modesto, Calif. I am currently associate general counsel. My practice focuses on real estate, land use, and environmental law, and I have served on several advisory boards to environmental agencies at the federal, state, and regional levels. I have also served on a local school board and planning commission, and currently am president of the board of a nonprofit regional agricultural land trust, the Central Valley Farmland Trust. My wife, Suzanne (BA, Berkeley, 1983), and I farm almonds on our home ranch. We have six children, with only one left at home (a sophomore in high school). Two of our children have attended Berkeley, and our other three children attended the 'Berkeley of the East,' Harvard. I try to make as many Cal sporting events as I can. Go Bears!"

John Ma, MBA, of Hong Kong is writing a book on starting and selling a consulting engineering business and intends to publish it for free on the Web for anyone beginning a career. | He expects to complete it in another year.

James Frolich, MBA, writes, "I transferred to Vancouver, B.C., from Honolulu in June 2006 where I was managing director at ERM, an environmental consultancy. My mission in Vancouver was to grow the business there. This winter, however, I was recruited by my biggest competitor and am now a senior consultant at Golder Associates Ltd., Canada's largest environmental consulting firm. Enjoying it very much but still finding time to travel and to get to know the local area. If you had asked me last winter why I left Hawaii, however, I would have been at a loss to say. Still hoping to meet some fellow Haas alumni."

1988



JoAnn Garcia Hahn, MBA 88, writes, "I am working at the new AT&T in San Ramon, Calif., as an IT project manager. I am also a senior independent beauty consultant for Mary Kay Cosmetics. I look for-

The Haas Network in the News

Henry Chesbrough, Ph.D. 97, Richard Lyons, BS 82, and Robert Lutz, BS 61, MBA 62, were all mentioned in four different articles in an October 13 Economist special report on innovation.

Richard Blum, BS 58, MBA 59, the chairman of the Board of Regents of the University of California, was interviewed on the August 17 KQED Forum with Michael Krazny about the resignation of UC President Robert Dynes.

Walter J. Haas, Robert D. Haas, Betsy Haas Eisenhardt, and the Haas family were featured in a July 1 *San Francisco Chronicle Magazine* cover story titled "The Haas Legacy: How one family's generosity and commitment to civic life are transforming the Bay Area." The story paid tribute to the family's long history of giving back to the region and highlighted large public gifts from the five different Haas family foundations.

Kathryn Hall, MBA 08, and her husband Craig Hall, opened their Napa Valley home and winery to the *San Francisco Chronicle* for a May 19 story titled "At home with Kathryn Hall: The former ambassador to Austria and her husband find Napa Valley a congenial place to relax, entertain, make wine." See page 15 for a profile of Hall.

John Hanke, MBA 96, director of Google Earth and Google Maps, was featured in an article titled "Google Maps Is Changing The Way We See The World" in the June issue of *Wired*. The story traces the evolution and social uses of Google Earth and Google Maps.

General Motors vice chairman **Robert Lutz** was also mentioned in a article titled "GM Buys Stake in Maker of Diesel Engines" in *The New York Times* on July 17 about the company buying 50% of the Italian diesel engine maker VM Motori from Penske Corp and GM's plans to introduce a new high-performance V6 diesel engine built by VM Motori.

Forbes profiled **Paul Otellini, MBA 74**, president and CEO of Intel Corporation, in its June magazine cover story "Intel's Comeback: The Chastened Chipmaker Bets on the Next Wave of Gadgets."

Rodrigo Rato, MBA 74, along with former Haas School Professor Janet Yellen, was quoted in a September 10 International Herald Tribune article titled "Possible US economic downturn concern of world's central bankers."

Travis Reed, MBA 06, was appointed vice president of corporate development at Zeus Technology, a provider of application traffic management software, according to Yahoo! Finance and other online wire services.

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Dan Maljanian, MBA 88, with his family

ward to our 20-year class reunion next year. I hope to hear from my carpool buddies in the Evening MBA Program. It wasn't easy to drive more than an hour each way to take classes but we did it anyway!"

Dan Maljanian, MBA, his wife, Patrice, and Adriana (8), Aram (6), and Avedis (3) have moved to a 1930 Italian Revival home in Altadena, Calif. Dan is working in nonprofit development while Patrice home-schools the kids.

Shashi Shekhar, MBA, of Minneapolis, Minn., writes, "After three years, the Encyclopedia of GIS (Geographic Information Systems) with over 200 entries, is nearing completion. We hope that this work will bring GIS concepts to broader audience completing contributions of Mapquest, Google Earth, and Microsoft Virtual Earth. Love to hear from Haas alumni, including ones participating in GIS activities."

1990

Andreas Hendel, MBA, of Cologne, Germany, writes, "Since March 2007, I have been working for German Investment - and Development Co. in its Portfolio Management Department as a senior investment manager (vice president) responsible for Asia. DEG is one of the largest European development finance institutions

providing appraisal services to a wide variety of institutional clients with my primary markets being California, Florida, and New England. When not working on real estate related ventures, I find time to coach my son and daughter in lacrosse in Hingham and on some select teams. I also am proud to say that I'm still running around myself in some Grand Master (over 45 years old) lacrosse tournaments with a Bowdoin alumni team. Life is good!"

Ivar Spydevold, MBA, writes, "I left consulting after a number of years. The last year I was director of marketing and communication for Capgemini in Norway. I just started as vice president of business development at Scatec in Oslo, Norway. The company works with the full value chain of solar renewable energies, from making solar cells to building solar power plants. In particular I am working with developing solar power plants in Europe, especially in Germany and Spain. My son was born in October 2006. He looks great in his Berzerkely tie-dye T-shirt. My wife is enjoying the remainder of her one-year maternity leave from her position as director of communication for Canon Norway."

1992

Scott Bechtler-Levin, MBA, of Encinitas, Calif., writes, "Fiona and I celebrated opening day of Pacific Ridge School (www.pacificridge.org), a non-denominational independent school for grades 7 to 12 in North Coastal San Diego. Our mission is, 'In a community that fosters academic excellence, ethical responsibility and global engagement, Pacific Ridge School prepares students for college and a purposeful life.' In the first year, PRS will serve over 100 students from diverse geographic and economic backgrounds, with plans to grow to nearly 500 within four years. As co-founders and trustees, this celebration begins the next phase of the dream becoming reality. It is the result of the daily labor of love over more than five years by a wonderful and dedicated team of parents and educators."

Cathy Ferron, MBA, writes, "I was the one who was pregnant during the first year, but no one knew until I gave birth during finals! I am living in San Rafael with my husband, Paul, and two children, Cole (16) and Paige (12).

I have my own consulting firm that works with counties, public agencies, and private nonprofits that provide health and human services for children age prenatal to 12 and their families. I work mainly in rural counties, so I do a lot of driving. My main focus is providing planning and evaluation services. I also have a business partner, who lives in Mendocino County and specializes in providing organizational development services. Anyone interested in hearing more about my work, or in getting together with a Haas grad, can contact me at caferro-nassoc@comcast.net."

Laura Jimenez Lowell, MBA, of Los Gatos, Calif., writes, "Since graduating from Haas, I've been busy with my family (husband, Rick, and daughters, Taylor and Riley) as well as my career. However, in 2005 I decided to leave the corporate world and launched my own marketing consulting practice, Impact Marketing Group. In September 2007, my first book *The 42 Rules of Marketing* launched and started a whole new chapter in my life and career. Check it out at www.42rules.com and let me know what you think. Go Bears!"

Jorge Mercado-Perez, MBA, of Mexico City writes, "I got married 10 years ago, and have a great (and big) family of four kids: Sofia (9), Axel (7), Mateo (3), and Aitana (2). It's quite a challenge, and I have to recognize my beautiful and wonderful wife, Sofia. Work is also great. I went from banking and finance to sales operation, as I run distribution for the Pepsi Bottling Group in Mexico. Please do call if ever in Mexico or if you plan to come."

1994

Art Altman, MBA, manages research, sales, and product development in energy market forecasting and energy risk management for the Electric Power Research Institute in Palo Alto, Calif. He welcomes communications from others in energy risk or derivative trading at aaltman@epri.com.

Kelly L. Brown, MBA, was recently hired as the director of programs and evaluation at the Marguerite Casey Foundation in

Seattle. The foundation invests \$30 million annually in organizations engaged in advocacy and organizing on behalf of low-income and working families. She is also enrolled in a Ph.D. program at the University of Chicago where her research is focused on the intersection between leadership, organizational structure, and contemporary social movements.

Nicholas Guerrero, MBA, writes, "Since graduating from Haas with a joint MBA/MPH, Celeste (my wife of 18 years) and I have added three children to our family for a complete five-piece set. Their names are Nico (11), Andreas (9), and Mariana (7). We have lived in Santa Cruz, Calif., since 1999, and in 2005 I left the healthcare consulting industry to pursue my dream of owning and operating a winery in the Santa Cruz Mountains. It's true what they say about how to make a small fortune in the wine business. If you don't know the tag line please ask a friend or give me a call at the winery and I will explain. Our winery, Vine Hill, is located in the historical Vine Hill Wine District of Santa Cruz. Our site began as a vineyard in 1863 and later became a winery in 1877. Our brands, Gatos Locos of Vine Hill and Cumbre of Vine Hill (not yet released), focus on the Pinot Noir varietal and the Santa Cruz Mountains appellation. We are located at 2300 Jarvis Road, Santa Cruz, CA 95065. Our number is 831-427-0436. Please come and visit us at the winery or on the Web, www.gatoslocoswine.com."

Heidi Hofer, MBA, writes, "My husband, Mark, and I just became the proud foster-adopt parents of three siblings in June - Isabella (11), Micia (10), and Gabrianna (8). Parenthood is a whole new adventure - tremendously rewarding, fun, hectic, exhilarating, intense, silly, and so much more. They have adapted amazingly quickly and seem to love San Francisco as much as we do. Our weeks and weekends are full of bike rides, swimming, dog walks, hikes, basketball down the street, reading together, and cooking lessons. We are so excited about the many new adventures and holidays together! On a professional level, I have been with Wells Fargo almost five years, and am now vice president and product manager for the Visa Gift Card product. Can't believe it has been that long, after my prior

dot-com career of four dot-coms in three years."

Julie Perigo, MBA, writes, "I loved my time as an exchange student on the Haas MBA program, so I was delighted to be able to spend the last year back here working in San Francisco after a number of years in Australia. However, I've just moved back to England and am starting up a new global business targeted at the enormous, growing market of people 55 and over. It is focused on media, personal and leadership development, and a range of associated products. I have a book coming out next year with Wiley on the theme. We are raising funds, and also keen to develop partnerships and business links in key centers across North and South America, Europe, and Asia. There's a name change coming shortly, but in the meantime if you are interested in any form of involvement, please contact me at julie.perigo@re-inventors.com."

1995

Jonathan Becker, MBA, writes, "Life is very good! My wife and I just bought a home in Piedmont, so hopefully we'll be in the East Bay for a long time to come. We have a one-year old son, William. We often see William's 'first friend forever,' Young Lee's son Alexander, who was born just a few hours before at the same hospital. I am a principal with The Trium Group in San Francisco, a boutique consulting firm."

Lawrence Pilch, MBA, and his wife, Rhonda, celebrated the birth of their son, Isaac Solomon Pilch, last November. Lawrence lives in Toronto where he is vice president of business development for PollStream.

1996

Lee Chaden, MBA, writes, "I'm enjoying life as chairman of Hanesbrands Inc., maker/marketer of Hanes, Champion, and other well-known apparel brands, which spun off from Sara Lee Corp. last September. Wife, Shelby, and I are also happy living in Winston-Salem, after spending last 38 years moving around world."

Paulo Penteado, MBA, of Sydney, Australia, was promoted to CSO of strategy and professional services of Beacon

IT Australia, a company that specializes in performance management software. Wife, Ana, a Boalt L.L.M., is finishing her Ph.D. in law at Macquarie University. Sons Marcos and Luis are both very well.

Alan Seigrist, MBA, writes, "My business partner and I just completed our second management-led buyout in six years of our company, The Executive Centre. Our advisor in the deal was Lehman Brothers and our new majority shareholder is Marathon Asset Management, a multi-billion-dollar structured finance and real estate investment fund based in New York. As anyone who has gone through this process, I've had no life over the last six months and am happy to focus on my family and the business again! Come to Hong Kong and give me a call, anytime."

1997

Vijay Bobba, MBA, of Bangalore, India, writes, "After spending 15-plus years in Silicon Valley, I relocated to India for what was thought to be a two-year break from an intense pace of life in the valley. Lo and behold, one thing led to another, and I along with a few other Haas MBA alumni (**Layton Han, Noah Doyle** and **Dan Kihanya**) started a loyalty management firm with a focus on emerging markets. With India as a focal point, we partnered with some of the biggest consumer brands in India and launched India's largest consumer rewards program (www.imint-points.com). In less than a year, a new brand, i-mint, garnered close to 2 million members in the program! Now time will tell where this will go next."

Edward Musgrave, MBA, writes, "This fall I will be teaching a class in power and energy at Humboldt State University. The class is offered by the Department of Applied Technology, operated by the School of Business Administration."

1998

Dan Geiger, MBA, of San Francisco joined the U.S. Green Building Council June 1 as the executive director of USGBC - Northern California Chapter. The council is an association of leaders from every sector of the building industry working to promote buildings that are environmentally

responsible, profitable, and healthy places to live and work. More than 10,000 member organizations and a network of 75 regional chapters are united to advance the mission of transforming the building industry to sustainability. USGBC is the developer and steward of LEED, the de facto standard for green buildings. Between 30 and 40 percent of greenhouse emissions are generated by the construction and operation of buildings - twice that of transportation. Dan is very excited about his new role as a leader in this rapidly growing field and organization. You can find him at www.usgbc-ncc.org.

Karin Hunsicker, MBA, writes, "I can't believe it has been almost 10 years since we left school! Although I've enjoyed the journey so far, I really love what I'm doing now. I'm the COO for one of the best established ecological consulting firms in California, H. T. Harvey & Associates. Apart from the overall industry (on both the public and private sides) our staff is simply fun and interesting to listen to and be around. I can't think of anywhere else one could hear firsthand about the South Bay Salt Pond restoration project along with side stories about bats, frogs, getting stuck in poison oak, etc. It is really fantastic! Anyway, on the personal side, I am now living with Roberto in Mission Bay (near Caltrain and the Ball Park) and enjoying not being on the road as much anymore."

Daniel Silver, MBA, writes, "In a strange turn of events, I now own a radio station. My sister (a longtime radio station manager) and I took over management of a small AM station in Florida two years ago and turned it around financially, and early this year we exercised an option to buy it. Nevertheless, I don't yet consider myself a media mogul. As for my day job, after I-don't-know-how-many little companies, I decided to go to work for my first big company, PayPal, where I'm now senior marketing manager. Despite my job in San Jose, I still live in Berkeley. I guess I just like Cheeseboard Pizza that much."

Srivats Srinivasan, MBA, writes, "Two years into my startup (www.nayamode.com), and I'm still enjoying being an entrepreneur. On the personal front, our two kids keep Rupal and me enjoyably occupied and suitably

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challenged. We're still living in Redmond, Wash., and with the global warming trend, fear that we may actually have better weather than California pretty soon! Give us a shout if you're in the Seattle area and let me know if you have any content development needs. srivatss@nayamode.com"

Ales Zajc, MBA, writes, "We have lived in Ljubljana, Slovenia, since we got back from Berkeley. Metka and I got married in 2002 and have two wonderful children, Zan (4 1/2) and Ana (2). Every day with my family is a holiday for me. For the last five years I have been working for a CEE banking group Volksbank International as an executive board member for Slovenia. The local market is not as exciting as international markets but still challenging. Privately, Metka and I are founding a charity fund to help children in need. I have also been involved with international contemporary art for the last couple of years, which has become my first hobby. We look forward to seeing you all at the reunion next year!"



Ales Zajc, MBA 98, with children



Nancy Zhang, MBA 98, with children

Nancy Zhang, MBA, of Castro Valley, Calif., writes, "I have been staying at home since May of 2006 and am exploring opportunities in socially responsible businesses. Recently I started a blog (<http://jobdesperado.blogspot.com/>) focusing on the challenges of pursuing a meaningful career while trying to do a good job raising children. It would be great to see you there and read your thoughts about this issue. In the coming fall I will be auditing an evening course at Berkeley (social enterprise). Hope to see some of you at school!"

1999

Harold Cornwall, MBA, writes, "I started a new job as a vice president in the structured credit solutions desk at Societe Generale. It is quite a change from my previous job at the Monoline, but it is interesting work and so far (knock on wood), I am enjoying the investment banking lifestyle. My particular team structures collateralized debt obligations (CDOs) and hopefully we will expand into CLOs and CRE CDOs. Otherwise summer in New York is hot and humid! Can't wait for fall and some time off for a short vacation in Italy."

Steve Peletz, MBA, writes, "I have accepted the role of vice chair of the Haas Development Council for fiscal years ending June 2008 and June 2009 and enjoyed hosting the annual MBA '99 brunch again this year. My annual scuba adventure for 2007 took place on a small island in Fiji. We enjoyed really beautiful scenery underwater with black tip, white tip, and grey reef sharks, sea snakes, and many beautiful species of sea life. I look forward to a dive trip to Curacao in the Caribbean in January. Kyra and I will be watching enthusiastically as our teen-age daughter applies to high school in San Francisco this fall. We are now enjoying time while are two children are away at summer camp! The real estate business in San Francisco remains strong, though I am enjoying more time for travel and vacation when I can get away."

Tanya (Shaw) Steinhofner, MBA, writes, "The biggest change in the past year for the Steinhofner family is that I gave birth to a baby boy (our first) in November 2006. As they say, life changes but for the better. Other than that, I'm back at work at Wetherby Asset Management, researching alternative investments for our wealth management clients, but am only working four days a week to be able to spend more time with baby Brendan. In order to accommodate our expanding family, we moved last August from Russian Hill to Pacific Heights and still enjoy the convenience of living in the city. As a result of the new priority in my life, I have reduced my extracurricular activities, but am still able to find time to shake pennies out of my classmates' pockets for the Haas Annual Fund."



Vinie Zhang Miller, MBA 99, and Sanford Miller

Vinie Zhang Miller, MBA, of Atherton, Calif., writes, "I got married Oct. 1, 2005, to J. Sanford (Sandy) Miller, a fellow venture capitalist with Institutional Venture Partners. We are enjoying our wonderful married life together and started a Chinese art (traditional painting and calligraphy) collection effort. I have been making good progress with my competitive Pro/Am ballroom dancing. With my professional partner, Francesco Flumiani, I recently placed fifth in the Manhattan Classic Dancesport competition in June and placed third in the International Grand Ball in July in the Open Pro/Am International Standard Scholarship Division."

2000

Andy Han, MBA, writes, "My family moved from the Bay Area back to the Seattle area, where I'm from in 2004 as I began to attend law school here. In May I obtained a JD degree, and in July I took the Washington state bar exam. I am joining the Seattle office of an international law firm to practice intellectual property law, with emphasis in patent law. I am very excited about this new career, especially since my technical background and all those years of experience gained in Silicon Valley will be put to good use. Equally exciting at home, my 6-year-old daughter is starting elementary school this fall, and my 3-year-old daughter is starting preschool at the same time."

Osmar Santos Junior, MBA, of Paulo, Brazil, writes, "Many good things happened in my personal and professional life over the last four years. First I got married with Ana Laura in June 2004. We prepared a nice party to commemorate this event.

F-bio Ohara, MBA 1999, Nelson Watanabe, MBA 2000, Ricardo Pansa, MBA 2001, and Andre Hoffman, MBA 2001, joined the party. It was a very beautiful celebration. Second, Nelson Watanabe invited Ana Laura and I to be his godfather. We were surprised with that and very excited with his invitation and, obviously, we accepted. He got married in 2005. Can you guys imagine Nelson Watanabe married? In the beginning of 2006, I moved from BankBoston to Citibank, and I joined the private bank team in Brazil. I am the head of the onshore investment products, and I am enjoying my new job. The purpose of my job is to develop the onshore products platform, and we are doing a great job. Last year I moved to a new apartment. It is beautiful, in a very good neighborhood, and bigger than the previous one. We are having a good time there. My little baby, Luisa Cezare de Carvalho Santos, was born on June 17. She was 2,570 kilograms and 46 centimeters. I am learning a lot with her. My wife was a little bit nervous in the beginning, but she is handling well the new situation. Two weeks ago I finished law school. It was a five-year course and I made a lot of new friends. I was almost the oldest student in my class."

Nick Sturiale, MBA, writes, "After seven years in venture capital, I took the family (wife, Michelle, two daughters, Sophia and Bella) on a month-long vacation in Hawaii. I literally took a time out to smell the (Kona) coffee. My only regret is that we did not stay longer. Life goes by so fast, it's one of the best decisions I've ever made."

2001

Hugues de Meulemeester, MBA, writes, "After six years at Cisco in the United States and Europe, I decided to start a new company with two friends, CLIMACT, proposing consulting and carbon offsetting services to address global warming. We serve both organizations and individuals mainly in Belgium, France, and Netherlands. Since this is a global issue, you can also participate around the world by visiting CLIMACT.org. I'm thrilled by the opportunity to help the environment while building a new venture using experience

and MBA skills. In the meantime, family is growing fast. Our last son, Paul, is now 1 1/2. Louis, Zoe, and Simon are also doing great and enjoying their little brother a lot. My wife, Francoise, changed jobs recently, too, and we moved to a new house near Brussels, Belgium, that can accommodate this whole crew. There have been a lot of changes for us recently that make life quite exciting. Hope to hear from you soon."

Paul Kim, MBA, of Oakland writes, "I've been working for Mozilla Corp. since 2005 and have recently been promoted to vice president of marketing. It's been a terrific experience applying the frameworks learned at Haas to the growth of Firefox, the most successful consumer open-source software product on the market."

Ed Stone, MBA, writes, "Now 2 years old, ES Group placed its sixth vacant, early 20th-century home back into service in historic Richmond, Va. Check out our Web site and slideshow photos at <http://home.comcast.net/~esgroup/esgroup.html>."

2002

Anne Brocchini, MBA, and Dave Sundin of San Mateo, Calif., welcomed their son, Axel Paul Sundin, into the world on June 5. His older sister, Lena, is thrilled to have someone to play with. Anne is still working at ZS Associates in San Mateo, and Dave is in the pricing group at Genentech. She writes, "We missed the reunion, but look forward to the next one."

Seong Chen, MBA, writes, "In April this year, I moved to Switzerland via an internal transfer with Roche Diagnostics. I am working now in a different business area but still in finance. Sue has joined me here from Shanghai, and she has since found a job with a software house. We are now living in Zug, a small town 30 kilometers south of Zurich. Our apartment has a spare room, so do let us know if you are visiting Switzerland. See you soon!"

Michael Ellis, MBA, writes, "I have been back on the buy side for a year now following global equities as a generalist. The work is rewarding and I appreciate making investment decisions once again. Our firm was recently acquired and now we are the in-

house global manager for Security Global Investors, part of Security Benefit. My partner and I continue to fix up our house in Bernal Heights in San Francisco. We recently got our first dog!"

Teresa Hegdahl, MBA, of San Francisco married Ben Stigler Sept. 2 in Seattle. Many fellow MBA 2002 alums attended. A honeymoon to Venice and several cities in Croatia followed. She's embarking on her fourth year in the Strategic Investments Group at Bank of America, closing on new and managing existing strategic private equity deals spanning many different bank divisions.

Alyson Huey-Weaver, MBA, of Woodside, Calif., gave birth June 20 to James Marshall Weaver, who is doing well, growing rapidly, and keeping his parents busy.

Chris Mills, MBA, and Debbie Dias got married at the Resort at Squaw Creek at Lake Tahoe June 23. A big group of Haas alumni were up in Squaw to help celebrate. Afterwards, Chris and Deb spent three weeks in Tanzania on safari for their honeymoon. Chris is working at Sterling Commerce as a product-line manager for order and e-commerce applications. Deb is an ICU nurse at San Francisco General and does independent work as a legal nurse consultant."

Thomas Nissmueller, MBA, (See PhD 1995 notes.)

2003

Han Feung, MBA, writes, "I'm living in Seoul, Korea, and am working for Samsung Electronics. On July 21 my girlfriend, Juyoung Kim, and I got married. We were blessed to be able to share our special day with Haas alumni from all over the world from classes 2003 to 2005 (**Richard Ann, Seong Cho, Nori Fujii, Hiro Ikeda, Jay Jung, James Kang, Toshi Kawano, Heeman Lee, Vincent Lu, James Man, Zeph Stuart, Joon Tae, Dina Lee, Ray Wong, and YangKyu Kim**). Go Bears!"

Adam Goldworm, MBA, of Los Angeles works at Industry Entertainment as a manager and production executive. Goldworm co-produced this summer's

"Masters of Science Fiction" mini-series for ABC. This science fiction anthology adapts famous works by Harlan Ellison and other science fiction giants, stars Anne Heche, Malcolm McDowell, Terry O'Quinn, Sam Waterston, Sean Astin, James Cromwell, and Judy Davis, and is hosted by Professor Stephen Hawking. Goldworm is also executive producing a remake of the David Cronenberg film "The Brood" for Spyglass Entertainment. Goldworm also produced two seasons of the Emmy Award-winning "Masters of Horror" anthology for Showtime, which offered hour-long horror films directed by genre luminaries, including John Carpenter, John Landis, Tobe Hooper, Brad Anderson, and Dario Argento.

Masae Otsuka, MBA, writes, "**Andrew Yee, MBA**, and I got married on Kauai in fall 2006. The wedding was a blast. **Trevor Daughney, MBA '03**, officiated the ceremony. **Shin and Yumiko Hamanaka, MBA '04**, MC-ed at the reception, and **Eleanor Wang, MBA '03**, was my bridesmaid. **Hiro Ikeda, Toshi Konomi, Toshi Koide, Alex Salazar, Miriam Tai, MBA 03, Masa Okada and Sandy Lii, MBA 05**, flew in all the way from both sides of the Pacific with their partners and family (thank you so much!). We live in Mountain View, so please let us know when you are around!"

Jeff Peck, MBA, writes, "I'm excited to tell you **Trish Alvarado, MBA '05**, and I got married last summer. We honeymooned in Hong Kong, Singapore, and Bali and are living in San Francisco. Among



Jeff Peck, MBA 03, and Trish Alvarado, MBA 05

Alumni Notes

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work, play, and family life, we are enjoying exploring the globe, cooking, and attending Cal football games together. It's wonderful to be married to a fellow double Bear – Cal BA and MBA. Go Bears! jeff_peck@mba.berkeley.edu and trishacalvarado@mba.berkeley.edu."

Elizabeth Van Benschoten, MBA, of Washington, D.C., writes, "My husband, Chris, and I just got back from a wonderful trip to Montenegro (yes the supposed location of the last James Bond film). We had a great time exploring and highly recommend it. I'm now a senior vice president and manager of national programs and products for Bank of America's Community Development Bank (think Nancy Wallace's real estate finance class meets understanding government subsidies). I'd love to hear from any friends if in the D.C. area."

2005

Bradley Irby's, MBA, software development consultancy is growing rapidly with offices in Burlingame and Argentina. He has also become the South American distributor for a software tools company based in the East Bay, helping his partners expand into the South American markets. On a personal note, Brad, his wife, Marcela, and their son, Max, left Oakland to spend a fun two years in San Francisco, and eventually landed in Burlingame. Marcela is very busy with her immigration law practice, and Max spends his days playing with dinosaurs.

Ray Kuate, BCEMBA, writes, "Since I finished the MBA, I launched and have been presiding over Gourmandia.com, an exiting high-end video recipe site that helps gourmet enthusiasts cook like the Michelin Guide chefs who run the video shows on gourmandia.com. The site is very exciting, and its number of viewers has grown exponentially since launched in May. We crossed the

1 million unique visitors threshold in July, and it is very exciting to receive calls from major industry players wanting to acquire our company. To all my classmates: If your whole family (and your wicked mother-in-law) are coming for dinner, try inviting a Michelin-starred chef over for a few suggestions – www.gourmandia.com makes this happen. Gourmandia will bring Burgundy's three-star Chef Georges Blanc into your kitchen to make his world-famous chicken fricassee with cream sauce. (His hint: There's never too much pepper.) Gourmandia even has Paris's two-star Chef Heiene Darroze walk you through her recipe for roasted peaches. On Gourmandia's site, the chef can be seen in action and recipes can be printed for your use. Gourmandia also presents the lifestyle arts that go with these mouthwatering dishes. Learn how to fold napkins into the elegant shapes seen in the fanciest hotels of Europe. Watch videos about the top resorts around the world and even recommend your favorite restaurants in your neighborhood."

David Quiec, MBA, of Mountain View, Calif., writes, "I've been working on a couple of Web site projects. Rrove (<http://www.rrove.com>) is a social book-marking site for places. Zinju (<http://www.zinju.com>), is still under development. Watch out for it!"

2006

Wesley Kong, MBA, of San Francisco has been at Credit Suisse Group for seven years selling Asian equities to institutional investors. He recently invested life savings in Bulldog Gin Co., a new brazen brand of gin ready to revolutionize the alcohol market. Bulldog Gin will do to Gin today, what Grey Goose did to Vodka in the late '90s – make Gin rock. (<http://youtube.com/watch?v=fdPlzsRGNBq>). Hope to hear from everyone, and get their support!"

Mark Osterhaus, BCEMBA, writes, "I have just relocated to the Omaha/Council Bluffs area, as vice president and assistant general manager of the Harrah's and Horseshoe casinos here. Any alum should reach out to say hello!"

Jason Schaeffer, MBA, recently moved from San Francisco, where he was working for Dow Jones, to New York, where he is vice president of business development for CNNMoney.com.

2007

Arvind Ambo, MBA, of New Delhi, India, writes, "I have launched a new mobile gaming business for one of India's leading media houses. We provide a huge variety of high-quality mobile games and made more mobile video content (mobisodes). Traditionally these have been sold at an average price of \$1 per game. We have adopted another model on basis of the long tail theory. Here we offer the content and games absolutely free, which is based on an advertiser supported model."

Jennifer Quan, MBA, of Foster City, Calif., writes, "At 7:39 p.m. on July 6, my husband, Eric, and I welcomed our first child, Jordan Evelyn Quan."

2007

Vanessa DellaPasqua, MBA, of San Francisco writes, "After graduating in May with my MBA I joined Helium Report, a startup Internet media company focused on luxury travel, where I lead the editorial team. I'm tasked with increasing page views and monetization for our lead-generation business. It's true what people say – things in a startup are a whirlwind – and I recently I took on the additional position of business development manager of a sister site for luxury travel deals called 14trips.com. At this new venture I have been charged with creating a monetization strategy, developing lead operations, and generating traffic and revenues by year end – quite a challenge! I am excited about the opportunity of proving myself in an entrepreneurial environment and pioneering new growth fields for a young and dynamic company, founded by a Haas graduate and committed to employ Cal alumni!"

Daniel Fitzhugh, BCEMBA, of New York writes, "Post grad, I had a nice few months off – Vegas, skiing, and a road trip from San Francisco to New York. Back to work now with an employee startup in the entertainment/online video space, Metacafe.com. Very exciting opportunity, and growing with offices in Tel Aviv, New York, and Palo Alto. Hope you are all well and hope to see you at the Gayla!"

Ph.D.

1997

Thomas Nisslmueller, Ph.D., writes, "I enjoy my new work as an educational consultant in Germany. Also I work as privatdozent (associate professor) at Dortmund University. Berkeley has been a fascinating experience, and I fondly remember my time there."

Marc-David Seidel, Ph.D., of Vancouver, BC, writes, "I was promoted to associate professor (with tenure) at the Sauder School of Business at the University of British Columbia. I just wrapped up a three-year executive position with the Administrative Sciences Association of Canada, which culminated in chairing the Organizational Theory Division for the 2006-2007 year. I am in the middle of serving an elected three-year term as the Organization and Management Theory Division of the Academy of Management representative-at-large. I just completed teaching two summer courses for the Sauder School. The first was a Doctor of Business Administration course in Hong Kong, and the second was an international MBA course in Shanghai. I got to see some former students from when I taught at Haas that are working in Shanghai. It was a pleasure to hear of their adventures! On the personal front, I am happy to have become a landed immigrant of Canada (the equivalent of the US greencard)."

In Memoriam

William Hart, BS 26

Thomas J. Hill, BS 28

David T. Yamaka, BS 35

Margaret R. O'Grady, BS 35

Sterling J. Norgard, BS 36

Richard H. Neddersen, BA 37

Ivan R. Utter, BS 37

Harold Benson, BS 40

E. Cary Brown, BS 37,

Lloyd H. Snider, BS 38

Jack T. Bishoff, BS 38

Burnett A. Hendryx, BS 38

William O. Foulkes, BS 39

Robert L. Kopf, BS 39

Leo B. Cooney, BS 40

Frank A. Pinaglia, BS 40

Elmo G. Switzer, BS 40

John A. Nelson, BS 41

Robert F. Groeschel, BS 42

William H. Banker, BS 43

Marjorie L. Hunt, MBA 45

Victor H. De Liniere, BS 47

George E. Rogers, BS 47

Fred Schwab, BS 47

Edwin B. Blake, BS 48

Elena E. Metson, BS 48

Gene J. Dal Porto, BS 48

Richard S. Duane, BS 48

Robert E. Sayles, BS 49

Paul Gee, BS 50

Daniel A. Dewberry, BS 50

Fred N. Hellmann, BS 50

Francis C. Watts, BS 50

Glen L. Stone, BS 50,

LaVerne Marie K. Gunzel, BS 51

Donald J. McRae, BS 51

Robert L. Wilcox, BS 51

William C. Morrison, BS 51

Kenneth G. Fuller, BS 51

Charles E. Fitzsimmons, BS 51

Louis S. Lothridge, BS 51

Edward K. Larson, BS 51

John H. Ullman, BS 52

Uri Berman, BS 52

John Zenco, BS 53

Roy Soik, BS 53

Robert V. Haedt, MBA 53

Peter J. Dauer, BS 54,

Ramona V. Richardson, BS 54

Philip B. Scharj, MBA 55

James D. Aljian, BS 55

William B. Hehir, BS 55

William T. Leonard, MBA 57

Jack C. Tammi, BS 58

Walter J. Fogarty, BS 60

Carol A. Falberg, BS 61

Rodney S. Craig, BS 61

Thomas N. Fat, BS 62

William P. Butler, BS 62

Warren D. Solt, BS 63

Lawrence R. Knowles, MBA 64

James M. Arbuckle, MBA 70

Jean R. Spear, BS 72,

Valerie M. Wolf, BS 74

Douglas W. Risling, BS 75

Bruce J. Croopnick, BS 76

Jerry A. Trenberth, MBA 77

Stanley C. Brobeck, MBA 78

Constance L. Wilk, MBA 80

Joan E. Schreiner, MBA 81

Eddy A. Fattouh, MBA 81

Linda T. Brown, MBA 89

Obituaries

Haas Alumnus Uri Berman, BS 52, Passes Away

Uri Berman, BS 52, a pioneer in the computer industry who was influential in the development of the Data Language/I computer database system for the Apollo space mission, died at home surrounded by his family in Palo Alto March 19, 2007.

Berman, 78, graduated with a degree in accounting. After graduation, he worked for Myer Pritkin, Inc., an accounting firm, until 1954. He left Myer Pritkin to join Plastic Processing Co., where he worked for four years. In 1958, Berman was hired by IBM and remained with the company until retiring in 1994.

Shortly after joining IBM, Berman was assigned to work in the space division of North American Rockwell Co., which was building the Apollo capsule. To keep track of parts scattered throughout the company's manufacturing and design facilities, he and a team of programmers wrote a software application to allow engineers to access the latest drawings and information about the capsule parts from inquiry terminals, all of which were connected to an IBM 7010 that stored the data.

Berman later worked on the development of software to support disk operations. The resulting program was called Disk Applications in a Teleprocessing Environment (DATE) and the Data Language/I system, which became the basis for IBM's Information Management System.

"He was very grateful for his education at Cal," says his wife Jackie Berman. "He felt that, even though there weren't computers when he attended Cal, the education he received prepared him for an outstanding career in the computer industry."

The family requests that donations in honor of Berman be sent to the Institute for Curriculum Services project of the Jewish Community Relations Council in San Francisco or Congregation Beth Am in Los Altos Hills.

Embracing Your Inner Geek

Katie Lindgren, MBA 08



When I began my MBA at the Haas School last August, I heard much about innovation. For a school whose graduates are noted for pursuing off-the-beaten track social ventures, innovation presents both a powerful inspiration and a personal challenge.

To teach *innovation*, an outside consulting group led a workshop with our class. We were bombarded by PowerPoint slides with sparse, black-and-white text that advised us to: “See. Think. Believe.” Suffice it to say, this well-intentioned presentation did not inspire much innovation. It did, however, raise a lingering question: where does innovation come from?

What follows is my laywoman’s theory regarding how individuals and organizations can capitalize on their unique abilities in order to innovate. It is centered on the notion of embracing your inner geek.

The Case for Embracing Your Inner Geek

You may be tempted to dismiss this argument as pure nonsense. Lest you hastily overlook the underlying point, though, I ask you to bear with me for a moment. The challenges facing our generation – environmental degradation, increasing economic disparities between the developing and developed world, and epidemics like AIDS – require creative, innovative minds to effect change. Embracing our inner geek liberates us to acknowledge, celebrate, and harness our passions towards these efforts.

Muhammad Yunus and the Grameen Bank, which provides credit to the rural poor in Bangladesh, are a fantastic example of passion harnessed for innovation. Instead of following conventional thought about economic development, Yunus boldly challenged notions about what is viable. Today, over five million people have benefited from Grameen’s micro-credit loans, making a tremendous impact on global poverty.

Pursuing your passions, instead of confining yourself to the question of social acceptance or financial reward, creates a platform for effective differentiation and innovation. That’s the unique opportunity presented by the concept of embracing your inner geek. So how do we get there?

Recognize That it’s Okay to Be Different

A fundamental aspect of innovation is differentiation: understanding what make us unique. By engaging in this reality check, we recognize what truly motivates us and develop the courage to pursue this path – even when it leads us away from the well-trod road.

At an organization level, the same lesson applies. The question becomes: when we put aside the glossy marketing materials and fancy spreadsheets of sales projections, are we inspired by what we are doing?

Channel Your Inner Geek: Follow Your Passions

The beauty of an organization of self-realized inner geeks is that people are genuinely passionate about what they are doing. They are motivated by more than a paycheck, the prestige of the firm, or an impressive title. Such passion creates tremendous power for innovation.

Of course, there is no single formula or PowerPoint diagram to follow. Yet, if you walk the halls of many corporate offices, you’ll hear the dreaded phrase, “out-of-the-box” thinking. In application, it often becomes the new corporate groupthink. When we all adopt the same “out-of-the-box” thinking to leverage our assets and target the same low-hanging fruit, we fail to innovate. Exploring your passions requires action that transcends meaningless jargon.

Demonstrate a Commitment to Lifelong Learning

Priya Haji, MBA 03, CEO of World of Good is a textbook example for Inner Geek success: she understands what motivates her, boldly pursues her passions, and continually works to develop the necessary skills for success. Last

fall, Priya spoke to a group of Berkeley MBA students about founding World of Good, an organization that connects artists, cooperatives, NGOs, and non-profits in developing countries with US markets to create a new sector of fair trade opportunity. Priya advised us to develop our weaknesses so that we could successfully pursue our passions. She is passionate about social entrepreneurship and corporate social responsibility. But at Haas, she concentrated on studying finance and accounting – necessary skills to establish World of Good.

By no means must you take corporate finance to become innovative. Nevertheless, the point remains that a commitment to address your weaknesses and to continually learn is a core part of the inner geek ethos. Whether you are a Haas MBA or a college drop-out like Steve Jobs, lifelong learning is necessary to continually differentiate yourself from others and successfully innovate.

Final Thoughts

Too often, individuals and organizations conform to a pre-set notion of what is socially acceptable or financially expedient. The danger is that we limit our possibilities. Imagine a world where people apply their talents and energy to pursue their passions. What an incredible opportunity for growth, change, and innovation. Let’s not delay. It’s time for all of us to embrace our inner geeks.

Katie Lindgren is a second-year Berkeley MBA student. She holds an undergraduate degree in Ethics, Politics, and Economics from Yale University. Before coming to Haas, she spent six years working in the software industry. This summer, she interned in corporate marketing at SunPower Corporation, plated pastries at Eccolo, and traveled to India through a Management of Technology fellowship to pursue a white light-emitting diode research project working with rural communities without grid access. Most importantly, she completed *Harry Potter #7* within 15 hours of its release.

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