All In
The path to a diverse and inclusive Haas

Plus:
NATION BUILDING P. 18
MANAGING GEN Z P. 14
Why your management style may not work for Gen Z

PAGE 14

Are parking lots the new investment oracles?

PAGE 8

What's it like to be a black student at Haas?

PAGE 30

Am I drugged out on information?

PAGE 7

Are there big bucks in carbon-removal solutions?

PAGE 48

How can my company’s actual, day-to-day culture be assessed?

PAGE 12

How can my company’s actual, day-to-day culture be assessed?

PAGE 12

What may be missing from your job negotiating strategy?

PAGE 11

The Students Always mindset of MATTHEW WADHWANI, MBA 13, is key to his succeeding as the assistant tribal financial officer for the Puyallup Tribe of Indians. In his role, he needs to have expertise in everything from commercial real estate to investment strategies to casino technologies.

PHOTO: MICHAEL HANSON; ILLUSTRATIONS: DRUE WAGNER
EDITOR’S LETTER
Finding the Essence of Haas

Or: What happened to my alumni magazine?!

BY AMY MARCOTT

Your alumni magazine had quite the summer undergoing a full overhaul, and we’re happy to unveil the results. We approached this redesign holistically, rethinking how we present content so you can extract what’s most useful for your careers and lives. We’re also aiming to better showcase the Haas and Berkeley connections that allow our community to thrive.

For example, new elements, like our Takeaways and Connections, offer quick nuggets of practical information and show the Haas community in action. Alumni notes now appear in a section called Share—so named because every Haasie has a share in the valuable Haas Alumni Network, made stronger every time you share your updates and willingness to connect with others.

We’re bringing you more stories about alumni and balancing fun, human-interest pieces with insights into trending and relevant business topics from Haas experts. We’ve distilled these stories about Haas thought leadership down to their essence—with infographics, when possible.

With every issue, we’re seeking to curate an unexpected reading experience, one that speaks directly to the creative and innovative spirit of our community and showcases the unique ways you interact with and improve the world. Our hope is that you will find many elements that resonate with you or spark conversations and that the magazine is as vibrant as our Haas community.

We’d love any feedback. Drop us a line at letters@haas.berkeley.edu.
When it comes to branding, Greenfeld invests heavily in content: stunning photography, video, and other media.

“I think food and beverage brands, or more importantly, all brands, are now content companies. We’re creating 500 to 1,000-plus pieces of original content a year. I’d love to double, triple, or quadruple that.”

“LinkedIn is a huge fan of LinkedIn networking,” says Greenfeld. “I think it’s a really under-valued resource.”

“Entrepreneurs commonly have business leaders they aspire to be like. For David Greenfeld, BS 13, it’s Willy Wonka.”

Greenfeld is co-founder of Dream Pops, a plant-based ice cream company whose unique, geometric frozen pops look like nothing you’ve eaten before. With the tagline, “Anything is Popsicle,” Dream Pops has already amassed a social media following of customers celebrating clean eating.

“Our goal is to be the Willy Wonka of plant-based confections,” Greenfeld says. “We plan on replicating the childhood nostalgia associated with Popsicles and ice cream bars and replacing them with healthier alternatives that are plant-based and fueled with superfoods.”

Indeed, Greenfeld is positioning his ice cream...
MOVING PICTURE
Matthew Wangeman, BS ’92, stars in the short documentary My Dad Matthew, showcasing his unique life with cerebral palsy. Wangeman teaches disability studies at Northern Arizona University (he helped the school create a minor in the discipline 10 years ago) and aims to change how people think about disability. The film, narrated by his teenage son, has toured festivals for two years and won numerous awards and acclaim.

WANGEMAN ON DISABILITY STUDIES
“With the right education and support, people with disabilities can do just about anything they set their minds to,” says Wangeman.

DAVID GREENFELD, BS ’13, is positioning Dream Pops to totally transform the frozen treat category—in design, ingredients, marketing, and delivery.

I’d love to double, triple, or quadruple that. A lot of consumers like to Instagram our product and interact with it digitally. So on our sticks, we have QR codes and calls to action.

Last year Dream Pops began selling to custom- ers in target and Whole Foods. The company is also first to market with vertical freezers offering single-serve ice cream at checkout.

They’ve been a nimble, quick business, despite being a small team of around ten. “We have our own factory, a flavor house, a food scientist, and an R&D facility that can turn around a new flavor in three weeks, and a custom product in about five,” Greenfeld says.

The Takeaway
A rule designed to make executive compen-
sation more transparent has instead given companies a tool to push CEO pay even higher, says analysis by Haas Asst. Prof. Mathijs De Vaan and researchers from Columbia University published in Management Science.

Since 2006, the Securities and Exchange Commission has required public companies to name a group of peer companies that they use to benchmark their chief executives’ salaries, giving investors and the public a reference point to judge whether CEO paychecks are within reason. But while benchmarking is a good idea in theory—applauded by corporate governance experts—in practice, companies tend to cherry-pick peers with highly paid CEOs to legitimize excessive pay.

What’s more, companies are even more likely to skew their peer group when their CEO under-performs by failing to meet performance targets, such as stock market value and profit. Under-performing CEOs, researchers found, got especially generous pay packages.

De Vaan and colleagues analyzed more than 3,400 companies that reported compensation peer groups to the SEC between 2006 and 2016. While peer-group benchmarking has diminished, he notes, “peer-group benchmarking has diminished, and regulatory pressure on companies to avoid abusing the disclosure process.

The only way for CEO pay to be truly transparent would be if industry watchdogs or companies create benchmark peer groups, says Haas Asst. Prof. Mathijs De Vaan.

The 10 or so percent of CEO pay related to peer group benchmarking, which may reflect growing shareholder and regulatory pressure on companies to avoid abusing the disclosure process. The media market capitalization for companies in the S&P 1500 grew just 22% from 2007 to 2014, median CEO compensation grew 39%, they found.

THE GOOD NEWS:
Since 2006, the Securities and Exchange Commission has required public companies to benchmark their chief executives’ salaries, giving investors and the public a reference point to judge whether CEO paychecks are within reason. But while benchmarking is a good idea in theory—applauded by corporate governance experts—in practice, companies tend to cherry-pick peers with highly paid CEOs to legitimize excessive pay.

What’s more, companies are even more likely to skew their peer group when their CEO under-performs by failing to meet performance targets, such as stock market value and profit. Under-performing CEOs, researchers found, got especially generous pay packages.

De Vaan and colleagues analyzed more than 3,400 companies that reported compensation peer groups to the SEC between 2006 and 2016. While the median market capitalization for companies in the S&P 1500 grew just 22% from 2007 to 2014, median CEO compensation grew 39%, they found.

THE BAD NEWS:
Over time, the average CEO of a peer-group benchmarking has diminished, which may reflect growing shareholder and regulatory pressure on companies to avoid abusing the disclosure process. The only way for CEO pay to be truly transparent would be if industry watchdogs or companies create benchmark peer groups, says Haas Asst. Prof. Mathijs De Vaan.

The Takeaways
The only way for CEO pay to be truly transparent would be if industry watchdogs or companies create benchmark peer groups, says Haas Asst. Prof. Mathijs De Vaan.
Big data—such as satellite imagery of parking lots—offers investors with deep pockets unprecedented insights. But is it fair?

Hedge funds and other sophisticated traders have been formulating a profitable new strategy in recent years—thanks to satellite images of retailers’ parking lots.

Berkeley Haas Assoc. Prof. Panos Patatoukas obtained 7.6 million satellite images of 86,000 individual stores across the U.S. owned by 44 major retailers—including Walmart, Target, and Whole Foods—to perform the first independent analysis of the strategy. He and Assoc. Prof. Zsolt Katona determined that by counting cars in parking lots and calculating year-over-year changes, traders can anticipate a retailer’s earnings news and hedge their stock. It takes a substantial amount of money and expertise to process, but there’s a big payout: careful market timing can earn them up to 5% above a typical benchmark return.

For Patatoukas, who is passionate about democratizing access to financial information, the strategy raises concerns about a widening technology-fueled chasm between Wall Street and Main Street investors. We asked him how the rise of big data is changing the game even as investing is more accessible than ever.

What is “alternative data”? Non-financial information that’s relevant for forecasting financial outcomes and helps investors formulate trading strategies. Usually these are complex, big data sets, such as credit card transactions, website usage, geolocation data, and satellite images.

Sophisticated traders have always sought out any and all information to gain an edge. How is this different? Until recently, skilled traders like hedge funds had access to the same reports, earnings calls, SEC filings, and other public sources of information as everyone else. Technology is creating new data sources that often require special expertise and funding to access, so the information is out of the reach of regular investors.

Why your concern? Although hedge funds have been gleanings information from satellite data since 2011, it remains an exclusive strategy and the information is not making it to regular investors. Otherwise we would see price adjustments. We found that individuals are net buyers of the same retailers that the hedge funds are betting against. In other words, these gains come at the direct expense of Main Street investors.

The Takeaway

In a market setting where the line separating public from material non-public information (aka insider trading) is getting blurrier, Assoc. Prof. Patatoukas says, the question that regulators need to answer is: What is their role in leveling the playing field for individual investors?

More Online

Learn more about this research at haas.org/space-trading

#HAASOME

SUSTAINABLE EDGE

Berkeley Haas ranked #1 in the Wall Street Journal’s analysis of the Top 25 business schools with the most classes in sustainable finance and investing. Haas was a pioneer in giving students hands-on experience with the Haas Socially Responsible Investment Fund, which students have managed since 2007. This year, with a revamped curriculum, Haas will offer nine courses in sustainable finance.
Bio Enterprise

New dual-degree program aims to prepare superstars in the business of life sciences

BY ANDREW FAUGHT

Bringing the next wonder drug to market will take more than scientific genius. Currently, the average cost of developing a pharmaceutical is $2.6 billion. At Berkeley, the new Biology + Business dual-major program aims to provide interdisciplinary solutions to 21st-century challenges.

The program, a joint venture between the Department of Molecular & Cell Biology and Haas, is providing 30 (eventually 90) undergraduates with mentoring and coaching, internship opportunities, and an integrated curriculum to develop innovative leadership skills in bio business. It is just the second such program in the country.

For twins Gail Maderis, BS 78, and Ann Stock Zakaria, BA 79 (biochemistry), PhD 86 (comparative biochemistry), making generous founding gifts to Biology + Business goes beyond familial love for their alma mater. Maderis, president and CEO of San Francisco-based Antiva Biosciences, a venture-backed biopharmaceutical company, and Zakaria, a biochemistry and molecular biology professor at Rutgers Center for Advanced Biotechnology and Medicine, see the necessity in merging scientific inquiry and commercialization.

This program will provide Cal students with the fundamental knowledge to change patient lives,” says Maderis. “Having a baseline of understanding of business and science creates a much more well-rounded employee who can move fluidly between the disciplines.”

Zakaria says the program is crucial for preparing students to enter professional life. “While the academic labs are a very rich environment for innovation and the generation of ideas, it’s hard to bring those things to a marketable point—or even to a point where large pharma would be interested in them—without biotechnology and venture enterprise coming in,” she says.

FACULTY RESEARCH

MIND THE GAP

Want equal pay? Consider team size when negotiating

BY LAURA COUNTS

When it comes to pay, women typically earn about 80% of what their male counterparts earn (though that statistic varies by race/ethnicity and how it’s measured). Haas Prof. Laura Kray investigates the underpinnings of gender inequality, from implicit bias to lack of transparency to inflexible mindsets, and she’s uncovered a new culprit: team size.

Kray and Margaret Lee, a postdoctoral research fellow sponsored by Haas’ Center for Equity, Gender, and Leadership, analyzed the results of a Haas alumni survey of 2,000 full-time professionals who graduated between 1994 and 2014. Men averaged 10 direct reports while women averaged nearly 8. And team size did indeed account for a portion of the pay gap— beyond other individual job characteristics.

Further research revealed that people were inclined to associate stereotypically male attributes (e.g., assertive, forceful, demanding) with leaders of larger teams, and stereotypically feminine attributes (e.g., patient, polite, kind) with leaders of smaller teams.

Kray advises job negotiators to scrutinize not only their salary and bonuses but also how many direct reports they’ll be managing.

“Don’t overlook team size as a factor that could make a difference in your paycheck, especially in the long run,” she says.

The takeaway: Deep-seated biases about leadership may lead to men being put in charge of larger teams over equally qualified women—and being paid more because of it. When entering a job negotiation, make sure you have the head count to justify what you’re asking for.
**Unraveling the Mystery of Culture**

**By Krysten Crawford**

**Thought Leadership**

**Your company has a mission statement and carefully crafted values. Maybe they’re painted on the office walls. But what’s the real, day-to-day culture like? If you’re like a lot of managers, the answer has often been, “I know it when I see it.”**

Not anymore. The same digital services that have upended how workers communicate—think G Suite, Slack, and Zoom—are also helping to unravel one of the great mysteries of the workplace: culture. And they’re ushering in a new wave of research based on how employees act that until now has been elusive.

“Any time employees interact with each other, they are leaving digital traces and creating sources of data that weren’t available before,” says Sameer Srivastava, a Haas associate professor of organizational behavior. “This not only helps us to better understand how employees behave but to do so in ways that are dynamic.”

Srivastava and Prof. Jennifer Chatman are at the forefront of this new wave. This year, they co-founded the Berkeley Haas Culture Initiative to help make Berkeley a hub for advancing the field. Chatman, the co-creator of the Organizational Cultural Profile (OCP)—a survey tool that’s been a dominant measure of organizational culture for more than 30 years—wants to ensure that the new approaches are not only methodologically rigorous but also useful to managers.

For too long, she says, culture research amounted to little more than “advanced gossip,” with scholars visiting companies and writing reports based on observations.

“Managers, too, eventually realized that they would rather learn about the links between organizational culture and performance in analyses of millions of emails, thousands of anonymous reviews, or other data on large swathes of employees rather than a few stories about what did or did not work in one specific organization or another,” says Chatman.

In fact, a dataset of over 5 million emails from a technology company has been fodder for a series of studies by Srivastava and Amir Goldberg of Stanford, who jointly co-direct the Computational Culture Lab. In one paper, Srivastava and collaborators found that the extent to which workers’ language matched their peers’ communication styles predicted performance and retention. A more recent paper by Chatman, Srivastava, Goldberg, and PhD student Richard Lu demonstrates the power of combining culture measures based on surveys with natural language analysis through machine learning to predict culture fit and key performance outcomes.

Both Srivastava and Chatman have analyzed hundreds of thousands of company reviews on the job site Glassdoor: Chatman has just published a study showing that employees perceive a more negative culture in fixed-mindset rather than growth-mindset companies, while Srivastava found that the most highly valued and innovative firms were those whose employees embraced a variety of cultural values.

Researchers say this new era of culture research extends far beyond text analyses. With the right privacy and confidentiality protocols in place, the variety of cultural values.

Researchers say this new era of culture research extends far beyond text analyses. With the right privacy and confidentiality protocols in place, the tone of voice and even facial expressions people use when communicating might become common sources for understanding subtle, real-time shifts in culture—enabling managers to better manage culture as a strategic asset.

“By combining new digital tools with established survey-based approaches, we can get a more nuanced view of culture than ever before,” Chatman says.
A new generation of employees just entered the post-college workforce. Are you ready for them?

BY MICHAEL BLANDING

MANAGING

Who are Gen Z?
- Achievement oriented
- Highly educated
- Ethnically and racially diverse
- Depressed, anxious & overwhelmed
- Lacking in work experience
- Involved with social justice movements
- Overprotected
- Overconnected (yet isolated)

Generation Age in 2019
- Generation Z: ages 22 and under
- Millennials: ages 23–38
- Generation X: ages 39–54
- Baby Boomers: ages 55–73
- Silent Generation: ages 74–91
Achievement oriented.
Fearful and anxious.
Willing to learn.
Work diversity.
Lack creativity.
Prefer online.

LAME OVERPROTECTIVE PARENTING, A RECESsion, and an educational system that champions checklists and rubrics. But Generation Z is largely unprepared to be workers, new research shows, just as managers are largely unprepared to position them for success. But fear not. Gen Zers may not resemble older employees, but they can thrive in your organization—if you know how to develop their potential.

Born starting in 1997, Generation Z or “post-Millennials” have never known a world without 9/11 or the Internet. They’ve grown up cradled in an educational culture of both relentless standardized testing and everyone-gets-a-trophy exceptionalism. They are the stars of their own stories on Instagram and Snapchats. And they have come of age in a period of deep economic anxiety. The good news is that those influences have translated into the strongest work ethic of any generation since the silent generation (born 1928 to 1945). They are also more highly educated and more racially and ethnically diverse than any generation before them, according to Pew Research Center analysis of Census Bureau data. All of the attention they’ve gotten from social media and helicopter and snowplow parents have made them acutely aware of their own identity and confident in their ability to make a difference.

Haas Senior Lecturer Holly Schroth has studied this new generation through the lens of social psychology and has weeded through the unreli- able and often re-iterates “facts” about Gen Z, to find peer-reviewed, valid statistics. “They are really achievement-oriented. They want to work hard,” she says.

The impetus for Schroth’s research was a change she noticed in undergraduate students three years ago. While they were driven and eager to do well, they seemed to struggle without a clear checklist of goals and rationale for why a particular task would help them succeed. “They didn’t seem to be there to learn so much as to get good grades,” she says. “They were not going to be compelled to do an assignment unless they thought it was important for them in getting ahead.”

Though confident and savvy, Gen Z lacks hands-on experience. The combination of higher family income (according to some measures of economic well-being), pressure to get into college, and a dearth of entry-level jobs following the Great Recession means that few post-Millennials have worked as teenagers. In 2018, just 19% of Gen Z teens reported having held a job versus 30% of Millennials in 2002, according to the U.S. Bureau of Labor Statistics.

That means that for most Gen Zers, their first job out of college is likely their first job, period. “They have completely unrealistic expectations for what it will be like in the workplace,” Schroth says. In surveys, Gen Zers say they expect their work to be meaningful, that they’ll have flexibili-
Matthew Wadhwani, MBA 13, is changing the game for the Puyallup Tribe of Indians

By Amy Marcott & Carol Ghiglieri
Photographed by Michael Hanson

Whether convincing the Puyallup Tribe to change its investment strategy, adopt a new cannabis pricing model, or pursue funding for a new casino, Matthew Wadhwani, a member of the Tribe and its assistant tribal financial officer, is confident without attitude, earning trust with his meticulous analysis and ability to let data do the talking. Above: Wadhwani at the Tribe’s deep-water port.
When Matthew Wadhwani, MBA 13, makes a financial decision at work, it’s not a company’s bottom line he’s focused on. It’s the financial security of his wife and new son, his extended family, his community, and future generations.

No pressure.

Wadhwani is the assistant tribal financial officer for the Puyallup Tribe of Indians in Washington state—one of two people tasked with handling the Tribe’s $600 million budget. The other is his boss, Tribal Financial Officer Julie Hamilton. Both are certified public accountants, but Hamilton has a law degree. Financial analysis and planning, then, falls to Wadhwani with his MBA.

“The Tribe has been status quo for a while, so I get to make changes that are impactful and meaningful, like collecting data on our businesses and giving them metrics on what they’re doing,” says 35-year-old Wadhwani, a member of the Tribe. But the responsibility is great. “I don’t have anyone to really check my work. If I’m going to make a recommendation that will impact a lot of people, you want someone to play devil’s advocate.”

With a reservation straddling the cities of Tacoma and Fife, Washington, the Puyallup Tribe is a sovereign nation, meaning it functions differently from most municipalities. While towns and cities rely on taxes for income, the Tribe generates its money internally, primarily through gaming but also through federal grants and now cannabis stores. It is a self-sustaining government and adheres to federal law but also provides all the services of a government, including a tribal police department, school, and health authority. There’s also a casino (with a second one opening soon), a cancer-treatment center, a deep-water port, fish hatcheries, and more.

A typical workload for Wadhwani might have him reworking cannabis pricing (see sidebar, p. 23), managing the new casino’s construction and loan compliance, overseeing a new player-tracking system in the current casino, helping the school find funding for repairs, and convincing the Tribe to change an investment strategy.

Good thing Wadhwani is a whiz at letting numbers tell stories. He engages trust with his meticulous analysis and his ability to let data do the talking.

Wadhwani’s recommendations are taken up by a seven-person Tribal Council that sets policy for the Tribe, sometimes putting proposals to a vote by the Tribe’s 5,500+ members. The tribal government can decide to take Wadhwani’s recommendations or not. But he’s not afraid to tell them—or any of the Tribe’s members—hard truths. Hamilton says it’s not uncommon for Wadhwani to say unpopular things in tribal meetings. “But he’ll be very factual and very respectful about it and say something that needs to be said,” she says. “It’s a breath of fresh air to have that.”

Banking on Data
For Wadhwani’s part, he sticks to the numbers. “Power and Politics in Organizations is the most important class I took at Berkeley,” he says. “The Tribal Council loves me half the time, and I think they hate me half the time. But at the end of the day I have their respect. You get that by backing up every recommendation you make with concrete data.”

The Tribe has numerous business interests, all of which Wadhwani needs to understand. What he lacks in expertise, he makes up for in self-education. “I know what I know, and I know what I don’t know,” Wadhwani says. “He’s become the resident expert on just about everything. Should the Tribe partner with the state of Washington, for example, to study medical marijuana as a treatment for opioid addiction? (Probably not, says Wadhwani.) How can the new casino best implement sports betting? (Ask Matt!) As the Tribe’s main source of revenue, casinos are something Wadhwani has studied closely. He had to become an expert in order to secure a $450 million loan with favorable terms for the new Vegas-style casino the Tribe is constructing.

Tribe Chairman David Bean says Wadhwani allayed their fears about the debt. “It’s a large number; it’s scary,” says Bean. “But it was easy to engage in that one when Matt runs through the calculations for developing a new casino that will impact our income-generation capabilities.”

The new casino is slated to open in December. Wadhwani is a member of the executive team overseeing the construction.

Building the new casino was a huge decision for the Tribe, whose fortunes have ebbed and flowed when introduced in the 1990s. As the Tribe’s main source of revenue, casinos are something Wadhwani has studied closely. He had to become an expert in order to secure a $450 million loan with favorable terms for the new Vegas-style casino the Tribe is constructing.

Tribe Chairman David Bean says Wadhwani allayed their fears about the debt. “It’s a large number; it’s scary,” says Bean. “But it was easy to engage in that one when Matt runs through the calculations for developing a new casino that will impact our income-generation capabilities.”

The new casino is slated to open in December. Wadhwani is a member of the executive team overseeing the construction.

Building the new casino was a huge decision for the Tribe, whose fortunes have ebbed and flowed when introduced in the 1990s. As the Tribe’s main source of revenue, casinos are something Wadhwani has studied closely. He had to become an expert in order to secure a $450 million loan with favorable terms for the new Vegas-style casino the Tribe is constructing.

Tribe Chairman David Bean says Wadhwani allayed their fears about the debt. “It’s a large number; it’s scary,” says Bean. “But it was easy to engage in that one when Matt runs through the calculations for developing a new casino that will impact our income-generation capabilities.”

The new casino is slated to open in December. Wadhwani is a member of the executive team overseeing the construction.

Building the new casino was a huge decision for the Tribe, whose fortunes have ebbed and flowed when introduced in the 1990s. As the Tribe’s main source of revenue, casinos are something Wadhwani has studied closely. He had to become an expert in order to secure a $450 million loan with favorable terms for the new Vegas-style casino the Tribe is constructing.

Tribe Chairman David Bean says Wadhwani allayed their fears about the debt. “It’s a large number; it’s scary,” says Bean. “But it was easy to engage in that one when Matt runs through the calculations for developing a new casino that will impact our income-generation capabilities.”
“The Tribe has been status quo for a while, so I get to make changes that are impactful and meaningful.”

The Path Home

Wadhwani’s career was always to work for his Tribe, a job members liken to working for a family business. But to get there, he took a circuitous path. He earned his bachelor’s in business economics from UC Santa Barbara in 2006, then worked as a senior auditor at Deloitte in Los Angeles for two-and-a-half years before becoming the Tribe’s senior financial analyst.

During that first two-year stint with the Tribe, Wadhwani helped create a 10-year strategic plan to address the Tribe’s multimillion dollar financial deficit and suggested ways to improve financial responsibility. He also partnered with Junior Achievement to establish a financial education program for tribal youth. It has since spawned an annual two-week summer camp for some 30 kids, ages 14 to 18, to learn the basics of finance and the importance of college. Wadhwani speaks at the camp every summer.

During that time, Wadhwani’s mentor, Chad Wright, one of the only other tribal members with an MBA (from Stanford) encouraged Wadhwani to attend grad school—and to work in corporate America—so it’s important for people to go outside and get the expertise. “Wadhwani earned his Haas degree then worked at Marriott for two years before coming home in 2015 to his current job with the Tribe.” Wright says. “Matt has shown commitment and earned his role, which is going to help elevate the expectations of others.”

Chairman Bean lauds Wadhwani’s outside experience. “Berkeley helped Matt elevate his game, and he looks at the world much differently than the rest of us,” Bean says. “He sees things that we don’t see.”

Upon his return to the Tribe, for example, Wadhwani encouraged changes to the Puyallup retirement plan that would yield greater returns. Changing the investment strategy of a sovereign nation is no small task, but Wadhwani’s persistence propelled him forward and helped him get buy-in. It’s a determination he brings to all of his work, Wright says.

“Matt doesn’t talk about the things that he might be able to do. He actually does it, and that speaks for itself,” says Wright, the CEO of the tribally chartered entity Marine View Ventures, which oversees real estate holdings, a marina, and other enterprises. “He’s figured out a way to move things forward, whether it’s a banking relationship or investments at the tribal level, to get beyond the stalemates within Tribal Council. These are not small tasks, some of them are multi-year projects. And we all share in the results.”

Mentoring Others

College is a path Wadhwani hopes more members of the Tribe will follow, and he speaks often to teens to mentor and encourage them. The irony of all his hard work ensuring the Tribe’s financial stability, however, is that it’s also dissipating the young adults from pursuing higher education.

Every tribal member earns monthly disbursement payments. For minors, that money goes into a trust every June and July. For those 18 and older, that money goes into a checking account. For minors, that money goes into a trust every June and July. For those 18 and older, that money goes into a checking account. “I don’t think that’s a good thing, giving money to the next generation of leaders. We hold them in high regard, and we have a tremendous amount of confidence that he will not let us down in any way. He’s changed the game for the Puyallup Tribe.”

Because of the unexpected influx of money and not knowing how to manage their finances, some young adults from pursuing higher education. “He has mentored many young business owners in our community and takes the time to talk with our children about education, about assessing their resources—he’s inspired the next generation of leaders. We hold him in high regard, and we have a tremendous amount of confidence that he will not let us down in any way. He’s changed the game for the Puyallup Tribe.”

To encourage more financial responsibility, Wadhwani is working to create a trust with new 18-year-olds not incentivized to go to school.”

And Wadhwani himself never earned such a check since the Tribe didn’t own a casino when he turned 18. Wadhwani, though, never gives up. He meets with teens about to receive their money to fully explain their financial options. He’ll even drive them to a bank or investment firm, if they’d like, and walk them through a financial strategy.

To encourage more fiscal responsibility, Wadhwani is working to create a trust with new 18-year-olds not incentivized to go to school. “I thought, ‘why don’t we just out-price everybody?’” Wadhwani says. “The store makes zero money, but we’ll get some $10 million a year in taxes back to the Tribe.” Wadhwani himself never earned such a check since the Tribe didn’t own a casino when he turned 18. Wadhwani, though, never gives up. He meets with teens about to receive their money to fully explain their financial options. He’ll even drive them to a bank or investment firm, if they’d like, and walk them through a financial strategy.

Wadhwani’s mentor, Chad Wright, one of the only other tribal members with an MBA (from Stanford) encouraged Wadhwani to attend grad school—and to work in corporate America—so it’s important for people to go outside and get the expertise. “Wadhwani earned his Haas degree then worked at Marriott for two years before coming home in 2015 to his current job with the Tribe.” Wright says. “Matt has shown commitment and earned his role, which is going to help elevate the expectations of others.”

Chairman Bean lauds Wadhwani’s outside experience. “Berkeley helped Matt elevate his game, and he looks at the world much differently than the rest of us,” Bean says. “He sees things that we don’t see.”

Upon his return to the Tribe, for example, Wadhwani encouraged changes to the Puyallup retirement plan that would yield greater returns. Changing the investment strategy of a sovereign nation is no small task, but Wadhwani’s persistence propelled him forward and helped him get buy-in. It’s a determination he brings to all of his work, Wright says.

“Matt doesn’t talk about the things that he might be able to do. He actually does it, and that speaks for itself,” says Wright, the CEO of the tribally chartered entity Marine View Ventures, which oversees real estate holdings, a marina, and other enterprises. “He’s figured out a way to move things forward, whether it’s a banking relationship or investments at the tribal level, to get beyond the stalemates within Tribal Council. These are not small tasks, some of them are multi-year projects. And we all share in the results.”

Mentoring Others

College is a path Wadhwani hopes more members of the Tribe will follow, and he speaks often to teens to mentor and encourage them. The irony of all his hard work ensuring the Tribe’s financial stability, however, is that it’s also dissipating the young adults from pursuing higher education.

Every tribal member earns monthly disbursement payments. For minors, that money goes into a trust, which they receive at age 18. Unfortunately, not all the young adults know the best way to handle such a sizable payment. Some spend it quickly, give it away, or are taken advantage of by close friends and family, others get caught up in drugs. “I always use the analogy of sports stars coming into a lot of money and not knowing how to manage their funds,” Wadhwani says. “We’ve seen 18-year-olds and 18-year-olds not incentivized to go to school.”

Wadhwani himself never earned such a check since the Tribe didn’t own a casino when he turned 18. Wadhwani, though, never gives up. He meets with teens about to receive their money to fully explain their financial options. He’ll even drive them to a bank or investment firm, if they’d like, and walk them through a financial strategy.

To encourage more financial responsibility, Wadhwani is working to create a trust with new 18-year-olds not incentivized to go to school.”

And Wadhwani himself never earned such a check since the Tribe didn’t own a casino when he turned 18. Wadhwani, though, never gives up. He meets with teens about to receive their money to fully explain their financial options. He’ll even drive them to a bank or investment firm, if they’d like, and walk them through a financial strategy.
“Seeing more URMs within the class made me feel more comfortable and at home.”
GEO GUILLEN, MBA 21

“Seeing more URMs within the class made me feel more comfortable and at home.”
GEO GUILLEN, MBA 21

“We all benefit from increased diversity.”
ÉLIDA BAUTISTA, DIRECTOR OF INCLUSION AND DIVERSITY

“Haas is doing a good job educating the students who are here about the importance of diversity, equity, and inclusion.”
NICOLE AUSTIN-THOMAS, MBA 21

ALL IN

The path to a diverse and inclusive Haas

BY BRITTANY KING, KIM GIBARD & AMY MARCOTT
PHOTOGRAPHED BY GABRIELA HASBUN

EDITORS’ NOTE In 2017 and 2018, Haas faced a significant decline in the number of African American students in its full-time MBA program, which highlighted the low percentage of underrepresented minorities at Haas overall. We look at the reasons behind this decline, our improvement in 2019, and our new path to boost enrollment and create an inclusive environment for all students, staff, faculty, and alumni, regardless of race or ethnicity, gender identity or expression, sexual orientation, religion, veteran status, or any number of identities.
NICOLE AUSTIN-THOMAS’ FIRST WEEK AT HAAS WAS A WHIRLWIND. She attended a social event with her fellow members of The Consortium, an organization that provides scholarships to support diversity in MBA programs, followed by a week of new-student events, including a full day discussing diversity-related topics at Haas’ orientation. “Haas is doing a good job educating the students who are here about the importance of diversity, equity, and inclusion,” says Thomas, who is among 19 African American students at Haas’ orientation. “Haas is doing a good job educating the students who are here about the importance of diversity, equity, and inclusion,” says Thomas, who is among 19 African American students to join the 2021 class—up threefold from last year.

But as one of only six African American women in her class—and the only one in her cohort of 70 (there are several African American men)—she says she’s hopeful more can be done. “In 2019, I wish it would look different,” she says.

Austin-Thomas is part of the first full-time MBA class to enter since Haas launched its all-school Diversity, Equity, and Inclusion (DEI) Action Plan last October aimed at addressing the low percentage of underrepresented minority (African American, Latinx, and Native American) students. The Action Plan outlines numerous measures, from changing admissions procedures to hiring key DEI staff and embedding a commitment to diversity and inclusion in senior leadership roles.

The plan was sparked by students and alumni after the number of African American students in incoming classes dropped from 19 to 10 to six over two consecutive years (see chart of enrollment numbers, p. 30), despite increasing class sizes. Haas students and alumni took their concerns about the lack of racial diversity and inclusion to Haas administrators as well as to the influential MBA blog Poets & Quants and to social media, demanding change from the administration.

Senior Assistant Dean and Chief Strategy and Operating Officer Courtney Chandler, MBA 96, co-led Haas’ action plan team, a group of eight staff members who sought recommendations from numerous stakeholders, most especially students, as the basis for the plan, which aimed to reverse the trend with short- and long-term solutions.

Early signs are hopeful: 14% of this year’s incoming full-time MBA class are underrepresented minorities (URMs), compared with just 7% last year. The number of African American students jumped from six to 19; the number of Latinx students increased from 12 to 21; and the number of Native American students held steady at one.

But it took a tumultuous year of soul searching and action to get here, with students and administrators persisting through some tough issues and uncomfortable conversations. And there is still much work to be done.

Committing to DEI
New Haas Dean Ann Harrison, who arrived in January, has made DEI one of her top priorities. She met with student leaders, significantly increased scholarship funding for the incoming class, and completed the hiring of DEI veteran David Porter as the school’s first chief diversity, equity, and inclusion officer (CDEIO)—reporting directly to her.

“Bringing more underrepresented minority students to Haas and making sure that we create an inclusive environment for everyone is critical—and the work needed to happen quickly,” says Harrison. “It’s gratifying to see that our efforts are starting to take shape. And we’ll keep working until we get it right.”

Haas is not alone in its struggle to enroll a diverse class of students year to year. It’s a challenge for business schools nationwide. Part of the issue is the low number of URMs taking the GMAT. Just 8.3% of all U.S.-citizen examinees are African American, 8.5% are Latinx, and 1.1% are Native American, despite representing about 12% of the U.S. population combined—according to The Consortium for Graduate Study in Management, an organization dedicated to equal representation of URMs in MBA education and global management.

“Business schools, including Haas, have not had enough success in growing the pipeline of underrepresented minority applicants,” says Peter Johnson, assistant dean of the full-time MBA program and admissions. “We have to look beyond the GMAT to solve this issue.”

How we got here
To understand what’s happened at Haas over the years requires a little understanding of history. In 1996, California voters passed Proposition 209, which made it illegal for public institutions to offer admission or financial aid on the basis of race, ethnicity, or gender. That meant that Haas, as a public school, could no longer offer any scholarships earmarked for URM students, while private schools like Stanford and Harvard could.

Prop. 209 also led Haas to pull out of The Consortium in 2003—which it had joined a decade before.

But it took a tumultuous year of soul searching and action to get here, with students and administrators persisting through some tough issues and uncomfortable conversations. And there is still much work to be done.

Committing to DEI
New Haas Dean Ann Harrison, who arrived in January, has made DEI one of her top priorities. She met with student leaders, significantly increased scholarship funding for the incoming class, and completed the hiring of DEI veteran David Porter as the school’s first chief diversity, equity, and inclusion officer (CDEIO)—reporting directly to her.

“Bringing more underrepresented minority students to Haas and making sure that we create an inclusive environment for everyone is critical—and the work needed to happen quickly,” says Harrison. “It’s gratifying to see that our efforts are starting to take shape. And we’ll keep working until we get it right.”

Haas is not alone in its struggle to enroll a diverse class of students year to year. It’s a challenge for business schools nationwide. Part of the issue is the low number of URMs taking the GMAT. Just 8.3% of all U.S.-citizen examinees are African American, 8.5% are Latinx, and 1.1% are Native American, despite representing about 12% of the U.S. population combined—according to The Consortium for Graduate Study in Management, an organization dedicated to equal representation of URMs in MBA education and global management.

“Business schools, including Haas, have not had enough success in growing the pipeline of underrepresented minority applicants,” says Peter Johnson, assistant dean of the full-time MBA program and admissions. “We have to look beyond the GMAT to solve this issue.”

How we got here
To understand what’s happened at Haas over the years requires a little understanding of history. In 1996, California voters passed Proposition 209, which made it illegal for public institutions to offer admission or financial aid on the basis of race, ethnicity, or gender. That meant that Haas, as a public school, could no longer offer any scholarships earmarked for URM students, while private schools like Stanford and Harvard could.

Prop. 209 also led Haas to pull out of The Consortium in 2003—which it had joined a decade before.

But it took a tumultuous year of soul searching and action to get here, with students and administrators persisting through some tough issues and uncomfortable conversations. And there is still much work to be done.

Committing to DEI
New Haas Dean Ann Harrison, who arrived in January, has made DEI one of her top priorities. She met with student leaders, significantly increased scholarship funding for the incoming class, and completed the hiring of DEI veteran David Porter as the school’s first chief diversity, equity, and inclusion officer (CDEIO)—reporting directly to her.

“Bringing more underrepresented minority students to Haas and making sure that we create an inclusive environment for everyone is critical—and the work needed to happen quickly,” says Harrison. “It’s gratifying to see that our efforts are starting to take shape. And we’ll keep working until we get it right.”

Haas is not alone in its struggle to enroll a diverse class of students year to year. It’s a challenge for business schools nationwide. Part of the issue is the low number of URMs taking the GMAT. Just 8.3% of all U.S.-citizen examinees are African American, 8.5% are Latinx, and 1.1% are Native American, despite representing about 12% of the U.S. population combined—according to The Consortium for Graduate Study in Management, an organization dedicated to equal representation of URMs in MBA education and global management.

“Business schools, including Haas, have not had enough success in growing the pipeline of underrepresented minority applicants,” says Peter Johnson, assistant dean of the full-time MBA program and admissions. “We have to look beyond the GMAT to solve this issue.”

How we got here
To understand what’s happened at Haas over the years requires a little understanding of history. In 1996, California voters passed Proposition 209, which made it illegal for public institutions to offer admission or financial aid on the basis of race, ethnicity, or gender. That meant that Haas, as a public school, could no longer offer any scholarships earmarked for URM students, while private schools like Stanford and Harvard could.

Prop. 209 also led Haas to pull out of The Consortium in 2003—which it had joined a decade before.
“If you accept black or brown students from diverse backgrounds and they don’t see an environment that feels welcoming, they will choose a lower-ranked school.”

Evan Wright, MBA 20

“We need to talk more about... what it looks like to make experiences more equitable for all marginalized people.”

TAM EMERSON, MBA 19

“Being able to lead diverse teams is not a skill we are born with. It’s something that all successful leaders need to learn.”

David Porter, Chief Diversity, Equity, and Inclusion Officer

“The mobilization of this magnitude hadn’t happened before at Haas in my experience.”

Courtney Chandler, Chief Strategy & Operating Officer

“Students got here and...we were shocked at the demographics.”

Marco Lindsey, DEI Team Member

“Mobilization of magnitude hadn’t happened before at Haas in my experience.”

Courtney Chandler, Chief Strategy & Operating Officer

“Students got here and...we were shocked at the demographics.”

Marco Lindsey, DEI Team Member

earlier—since Haas scholarships given via The Consortium only benefited URM students. The impact was a sharp decline in minority enrollment. Under former Dean Rich Lyons, Haas rejoined The Consortium in 2010 after the organization allowed anyone with a commitment to promoting diversity and inclusion to apply, regardless of their race or ethnicity. The percentage of URM students ticked up slowly, reaching 10% by 2016, but fell the next two years.

Evan Wright, MBA 20, agrees that students being able to bring their whole identities into the classroom is crucial for Haas’ DEI efforts to succeed. “Administrators didn’t understand that if you accept black or brown students from diverse backgrounds and they don’t see an environment that feels welcoming, they will choose a lower-ranked school because you haven’t invested in making sure the campus is comfortable for them,” says Wright, a member of the newly formed Diversity Admissions Council, a group of students, faculty, staff, and alumni working toward greater admissions transparency.

“We all benefit from increased diversity”

Creating an inclusive environment is an ongoing process that involves everyone, not just students of color. Élida Bautista, director of inclusion and diversity, was hired in early 2018 in a new role aimed at improving DEI at Haas. She works closely with students and has made inclusion across Haas a priority. “We need non-URM students, staff, and faculty to be invested in diversity on all fronts—otherwise we keep burdening our students of color to do this work,” says Bautista.

“We all benefit from increased diversity.”

Just some of the changes Haas has instituted include searching for diverse job candidates more intentionally, training staff on unconscious bias, offering tools to student groups that help them talk about DEI, providing DEI workshops for senior leadership, and connecting DEI initiatives across degree programs.

Going forward, building relationships with schools and organizations that can help Haas reach its diversity objectives is critical, says Porter, who began his chief DEI role at Haas in July. That includes partnering with Historically Black Colleges and Universities, Hispanic-Serving Institutions, and multiniche career affinity groups to form mentoring programs that connect Haas to a broader array of applicants and connecting with those applicants earlier and more often. It also means identifying more nonprofits that award scholarships to URMs, like the San Francisco Foundation does for African American Berkeley undergrads.

“Key to our efforts will be identifying additional financial support from our alumni and corporate donors,” Porter says. “This support will give us more flexibility to do the work.”

Some of that financial support Dean Harrison will use to lure more faculty, with an eye on increasing diversity.

Asst. Prof. Drew Jacoby-Senghor, one of two African American ladder faculty at the school, says this is critical. He also says Haas’ curricula should comprehensively address the challenges that those serious about leading diverse workforces will face.

“Mobilization of this magnitude hadn’t happened before at Haas in my experience.”

Courtney Chandler, Chief Strategy & Operating Officer

“Students got here and...we were shocked at the demographics.”

Marco Lindsey, DEI Team Member

THE DEI ACTION PLAN

Most near-term action items in Haas’ Diversity, Equity & Inclusion Action Plan (haas.org/dei-action-plan) were completed by June. View the progress report: haas.org/dei-progress. Here, key highlights.

Chief DEI Officer hired

Director of diversity admissions hired

Scholarships boosted 65% for 2019 incoming class

Scholarship offers now accompany acceptance letters when possible

Optional socio-economic questions added to application give a fuller picture of an applicant

$1M devoted for DEI staffing

Increased funding for diversity initiatives across programs

More representative hiring committees

SUMMER 2019

29
This makes business sense. In 2018, Deloitte found that inclusive teams are three times more likely to be high performing, six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes compared to their competitors who don’t prioritize having an inclusive environment. “Students want to know how to consider diversity when hiring, or how to manage a team, or even are thinking about issues of fair financing,” Jacoby-Senghor says. “Right now these things are dealt with by teaching modules, using more diverse case studies in the classroom. Students will want classes that address these issues more directly.”

One such class is Dialogues on Race, initiated and taught by students, for which Jacoby-Senghor serves as faculty advisor. “It’s a very personal, intense class and students who take it say they feel more optimistic and prepared to have these conversations outside of the classroom,” she says. “The course, Equitable and Inclusive Leadership, taught by Lecturer Jennifer R. Cohen, was offered to executive MBA students this year. “My hope is to move diversity, equity, and inclusion discussions into the core curriculum,” she says, “because these are core leadership principles that every student should master.”

All of the past year’s efforts seem to have started to create a shift on campus—still, and perhaps a new chapter in the Haas diversity story. Where it all began is yet to be determined. But, CDEIO Porter says Haas’ goal is to educate leaders ingrained with a DEI mindset. “Being able to lead diverse teams is not a skill we are born with. It’s something that all successful leaders need to learn,” Porter says. “My vision for Haas five to 10 years down the line is that the world looks at us as the place to come to when people are who qualified to work in and lead a diverse workforce.”

It’s a worthy and attainable goal, but improving DEI at Haas, as this student-initiated journey has shown, will take a community effort of change agents, allies, and philanthropists working to make Haas a standout among peer schools. One student Geo Guillen, who was born in Mexico and grew up in Washington state, ultimately chose Haas for its academic strength and student activism and because he knew Haas was working to improve DEI schoolwide. What Guillen has found so far on campus has pleasantly surprised him. “People of all walks of life, all colors. Seeing more URMAs within the class made me feel more comfortable and at home,” he says. “Plenty of top MBA schools say DEI is an important aspect of their program, but not all schools publish an external DEI Action Plan. Haas was very open about their plan and this year is definitely a step in the right direction. So there’s hope that if Haas can do that in one year, so that other initiatives can be pushed in the DEI space?”

One day in class, we watch a video about the civil rights movement. There is, of course, violence, hoes, beatings, lynching, death. Lives are changed and lineages destroyed. I soon realize that I’m the only one crying. I’m also the only black person in the class. Others are considerate and caring. My friends hug me and classmaters and I’d like to know why I’m not there after class. It could just be that they don’t cry easily, but it seemed like my classmates were observing something far away and long gone that weren’t connected to. Which made me feel like maybe they weren’t connected to me.

Haas is diverse, has 40% international students and many members of the LGBTQ+ community, veterans, women, men. We have diversity of thought and of experience. We openly celebrate this and our cultural backgrounds and gender fluidity. And yet there were only three black women in my class. Two in the class of 2020. I’ve heard people argue that, “Black people don’t understand the value of a graduate degree” or “It’s the pipeline problem.” Pipeline problems are in place where our pipes were connected to? If the line is faulty perhaps it’s connected to the wrong source. Where was our strong representation in Atlanta? In D.C.? In our own staff? How can we expect to attract this demographic without being intentional?

This feeling isn’t new or limited to Berkeley; however. I felt the same in my undergraduate institution where I was one of the few black engineers, and grew up in Washington state, ultimately choosing to go to college where for three years I was the only black person on a team of 70. It’s just getting old at this point.

I was asked what it’s like to be black at Berkeley Haas. What is it like to be black anywhere in America? To be represented in school, work, community?”

BY BREE JENKINS, MBA 19

I toe the line between compassion and anger. Or maybe it’s sadness or amusement. Probably all of the above. One of my professors in class says to me, “People of all walks of life, all colors. Seeing more URMAs within the class made me feel more comfortable and at home,” he says. “Plenty of top MBA schools say DEI is an important aspect of their program, but not all schools publish an external DEI Action Plan. Haas was very open about their plan and this year is definitely a step in the right direction. So there’s hope that if Haas can do that in one year, so that other initiatives can be pushed in the DEI space?”

“Sometimes all you want to be is just another student, but if you don’t speak, your voice won’t be heard. And your voice is representative.”
Gathering for newly admitted students:
- Aleksey Igoshin, MBA 14;
- Alexander Turbanov, MBA 18;
- Eugenia Kuznetsova, MBA 21;
- Daniil Pushkin, MBA 21;
- Evgeniya Kalenykh, MBA 14;
- Mikhail Kryukov, MBA 21;
- Pavel Polyakov, MBA 10;
- Alex Kuznetsov, MBA 16;
- and Elena Petrova, MBA 15.

Meet the Dean event NYC:
- Dean Ann Harrison and Samir Mathur, MBA 93.
- Pooja Saksena, MFE 06;
- Jon Russo, MBA 97; and
- Daniel Hau, MBA 06.

Meet the Dean event Seattle:
- Chapter President Kalyan Pentapalli, MBA 18, and Gaurav Doshi, MBA 18.
- Dean Ann Harrison and Krista Dalton, BCE MBA 04.

UC UK Charity Gala: UC alumni from all over Europe and California raised almost $15,000 for study abroad scholarships at this black-tie event. Center photo: Richard Simmons, MBA 72, the director of CPP University, was one of the evening’s speakers.

Berkeley Haas’ 17th annual celebration at Gap headquarters:
- Jenny May, MBA 93;
- Susan Rockwood, MBA 89;
- Hilary Weber, MBA 93;
- Kristin Nicholson, MBA 93;
- Frank Rockwood, MBA 93; and
- Haas Asst. Dean for Development & Alumni Relations Leslie Schibsted, BS 86. Event speaker Jennifer Chatman, PhD 88, the Paul J. Cortese Distinguished Professor of Management, with Paul Cortese, BS 48.

MBA Reunions:
- Deborah Stern, MBA 84, and Julie Brown, MBA/MPH 84. Members of the MBA Class of 2004.
The Big Question:
How have you questioned the status quo at work and what was the result?

UNDERGRADUATE

1941
Irvin Sternberg, of Los Angeles, announces, “I have written a book, Black Warriors: The Buffalo Soldiers of World War II, which served as an infantryman of the all-black 92nd Division in Italy. I received three Bronze Battle Stars, a Combat Infantryman’s Badge, and a Purple Heart for being wounded in combat. The Italian my unit liberated invited me and my family to visit towns and cities we liberated. I have returned six times since 2012. I will be 94 next month and plan to return to the city of Lucua, Italy, this summer. Lucua was liberated by my regiment on Sept. 5, 1944. I am almost finished with my second book, which documents my return trips to Italy and my wonderful experiences.”
Ivan Houston, of Los Angeles, announces, “I have written a book, Black Warriors: The Buffalo Soldiers of World War II, which served as an infantryman of the all-black 92nd Division in Italy. I received three Bronze Battle Stars, a Combat Infantryman’s Badge, and a Purple Heart for being wounded in combat. The Italian my unit liberated invited me and my family to visit towns and cities we liberated. I have returned six times since 2012. I will be 94 next month and plan to return to the city of Lucua, Italy, this summer. Lucua was liberated by my regiment on Sept. 5, 1944. I am almost finished with my second book, which documents my return trips to Italy and my wonderful experiences.”

1948
Stan Peletz, See MBA 1969.

1979
Kendall Callas, of San Francisco, announces, “I changed my name of scholarship to a donor name of scholarship and place of residence. I have moved to Marin with my wife, Vivian. I am busy chasing after my grandchildren, I love to connect. Please call or text me at 650-208-5516. Go Bears!”

1988
Thomas Furtney, of Kentfield, Calif., announces, “I recently joined Advanced Communities as managing partner based out of our San Francisco office. I have been working within the Salesforce eco-system since 2007, and Advanced Communities helps deliver consumer- and enterprise-grade customer experience (CX) and operations solutions worldwide, including in the financial services, insurance, telecommunications, retail and entertainment industries. My goal is to help our clients to better understand, engage and respond to their customers. I am busy chasing after my four children. My oldest, Fiona, is off to Marin Catholic High School in the fall. My family headed to Pinkston race in July for our annual trek to the Lake of the Bear, run by the California Bear Association. If you haven’t been, it is a great family experience for kids and adults alike.”

1989
Tanis Anici Kelley, of New York City, Women in Business Award winner. She is a senior vice president of MySpace.

2019
The Robinson Family: Tens, Quinns, Millers, Spicers, and Bruce, 80-84

“On the home front, Tea and I will be celebrating our 27th wedding anniversary this September. The last of our three sons will leave home. We look forward to the next chapter of our life together without kids at home and are using this moment to entertain new opportunities and cities. We will be spending more time in California as the boys leave Pomona College, Stanford, and Santa Clara. (So, I am disappoin- tamed some of them wanted to attend Cal.)”

Irene Boschken, of Los Angeles Human Relations; and president of the City of Los Angeles Urban League, announces, “I was chairman of the Los Angeles County hospital program. Jennifer is now in my granddaughter Jenni’s second book, which I almost finished with my 2016 European tour. We liberated. I have given more than 250 million users. I love to connect. Please call or text me at 650-208-5516. Go Bears!”

“I founded a chocolate company and consult and sell chocolate that other chocolate makers get started. I don’t see it as creating competition. I’m growing the (chocolate) pie!”

—ERIN ANDREWS, BS 91
FOUNDER, INDI CHOCOLATE

The Answer:

Linda Schermer, of Beverly Hills, Calif., is in real estate.

Andrew Shapiro, of Mill Valley, Calif., was recently elected executive and president of the Mill Valley Film Festival, TV, with China’s public broadcaster CCTV and sister digital company CVTV, with a current installed base of more than 250 million users. “Looking to connect with someone at an ad agency/media buys who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.”

Daniel Asera, of Los Angeles, announces, “I am 2012. I will be 94 next year!”

Irene Boschken, See Herman “Buzz” Boschken, MBA 1968.

“On the home front, Tea and I will be celebrating our 27th wedding anniversary this September. The last of our three sons will leave home. We look forward to the next chapter of our life together without kids at home and are using this moment to entertain new opportunities and cities. We will be spending more time in California as the boys leave Pomona College, Stanford, and Santa Clara. (So, I am disappointed some of them wanted to attend Cal.)”

M. Bruce Robinson, of Shanghai, China, announces, “Since graduation, I have had a few different careers, including as investment banker in the 1990s (with Salomon Brothers, Citigroup, NYC, and Bank of America Securities, Boston and Palo Alto); private equity from 2005 to 2012 (with Avenue Capital Group; Shanghai); and most recently as an executive at Saudi Aramco, where I am managing a boutique investment banking with a boutique investment firm. I’ve been in Shanghai. At this point in my career I am open to new challenges and opportunities wherever they may take me. The last 14 years in Shanghai have given me a front row seat on rapid development and how to manage and lead in such a dynamic business environment. Over the years I was fortunate to work with [former Dean] Lyon, who visited Shanghai almost annually, and most recently with Chancellor Christ, during her November 2018 trip. I am pleased to work with both of them for reaching out to us in global and representing our great institution worldwide, including in Asia during this critical time in our development. Please let me know if you have any ideas of travel or positions of increasing responsibility in upstream operations in Kalantari, Thailand, Venezuela, Angola, and Indonesia.”

Andrew Shapiro, of Mill Valley, Calif., was recently elected executive and president of the Mill Valley Film Festival, TV, with China’s public broadcaster CCTV and sister digital company CVTV, with a current installed base of more than 250 million users. “Looking to connect with someone at an ad agency/media buys who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.”

Linda Schermer, of Beverly Hills, Calif., is in real estate.

Andrew Shapiro, of Mill Valley, Calif., was recently elected executive and president of the Mill Valley Film Festival, TV, with China’s public broadcaster CCTV and sister digital company CVTV, with a current installed base of more than 250 million users. “Looking to connect with someone at an ad agency/media buys who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.”

Linda Schermer, of Beverly Hills, Calif., is in real estate.

Andrew Shapiro, of Mill Valley, Calif., was recently elected executive and president of the Mill Valley Film Festival, TV, with China’s public broadcaster CCTV and sister digital company CVTV, with a current installed base of more than 250 million users. “Looking to connect with someone at an ad agency/media buys who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.”

Linda Schermer, of Beverly Hills, Calif., is in real estate.

Andrew Shapiro, of Mill Valley, Calif., was recently elected executive and president of the Mill Valley Film Festival, TV, with China’s public broadcaster CCTV and sister digital company CVTV, with a current installed base of more than 250 million users. “Looking to connect with someone at an ad agency/media buys who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.”

Linda Schermer, of Beverly Hills, Calif., is in real estate.

Andrew Shapiro, of Mill Valley, Calif., was recently elected executive and president of the Mill Valley Film Festival, TV, with China’s public broadcaster CCTV and sister digital company CVTV, with a current installed base of more than 250 million users. “Looking to connect with someone at an ad agency/media buys who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.”
“I challenged my role as an essential business advisor by showcasing all my expertise and specialties to our clients. They now seek us out with any business problems or opportunities.”

—KIMIN TONG, BS 05 partner, Moss Adams LLP

SUMMER 2019
The Answer:
“I started selling button-down shirts in bold fabrics to redefine men's fast fashion and bring custom-fit clothing to casual wardrobes.”

—ARON SCHINDLER, BS 11

The Answer:
“I reinforced my value-add and stated what I could bring to a venture and negotiated a higher ownership in the new company.”

—MARIANNE O. MBA 94

PARTNER AND PORTFOLIO MANAGER,
LUMEN ADVISORS, LLC

The Answer:
“After spending a little time south of the border, I realized I should have stayed there. Our son lives in S.F., works for Meso.

—Ralph Garcia, Jr., of Maljanian, JD/MBA 88

Director of Sales, Altadena, Calif., has embarked upon his third startup, which will provide grant-funding to homeschooling nonprofits nationwide. The $1 million endowment goal will be funded primarily by foundations and companies that support homeschooling. His wife, Patricia, has home-schooled their three children from birth through high school. This fall Administration will be a junior at Hillsdale College, Aram will be at a freshman at University of Arizona, and Avelis will start high school with Patrice. The two men QAction was his bakery and Cafe in 1997
Brash, funny, and provocative, this unconventional advice book offers frank insights and hard-won wisdom about life's challenges and our need for both professional success and personal fulfillment.

Scott Galloway, NYU Stern School of Business

The Answer:

“I adopted an ‘I can work anywhere’ ethos, and last year my family of four moved to Amsterdam after selling most of our belongings. We’ve since traveled Europe extensively. I highly recommend it.”

—KIM NIQUETTE, MBA 99, CEO, KVU Consulting

Klaus Hammes, of Emdeon, and his wife, Bernd, recently announced, “More and more entrepreneurs are looking to us for transformations as it becomes harder for them to measure the impact of a transaction and its effect on culture streams on culture and people (www.Hammes.com).”

Leonie Therese Hammes, born on April 29, is my wife’s (Chiara) and my biggest happiness and challenge.

1990
30th Reunion
APRIL 28-29, 2020

The Answer:

“I moved forward senior living development projects that fell outside of conventional practices. These efforts are expected to provide distinct and new offerings for older adults.”

FRANK ROCKWOOD, MBA 93
CO-FOUNDER, ROCKWOOD PACIFIC

Seichiro Yamamoto, of Tokyo, has teamed up with the Tokyo-based Conversational瓦版权声明etikette, MBA 90, and Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Leone Therese Hammes, born on April 29, is my wife’s (Chiara) and my biggest happiness and challenge.

1991

The Answer:

“I invite all adventurers to take the next step. The next generation of global entrepreneurs is pushing the boundaries to make the world a better place.”

SEICHIRO YAMAMOTO, MBA 90, WITH SKYDECK COMPANY KNECKT

Looking for some interns? Reach out to Jeff or for a special Cal student and alumni opportunity to get involved at her school, and it’s been so much fun joining that community.”

The Answer:

“I enjoyed every minute. My wonderful business partners and I are planning to re-engage with the excellent alumni communities going forward.”

SEICHIRO YAMAMOTO, MBA 90, WITH SKYDECK COMPANY KNECKT

Lett’s Be Frank

The Algebra of Happiness

2019

SUMMER 2019

Seichiro Yamamoto, MBA 90 (center), with SkyDeck company Kneckt founder Caroline Wittmer, MBA 90, and Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.

Seichiro Yamamoto, MBA 90, and Caroline Wittmer, MBA 90, with Felipe Carpentier, founder and CEO of SkyDeck company Kneckt.
After 17 years of mostly word-of-mouth business development, our factory is located fell somewhere between, knowing that her legacy will be missed. Her legacy will be fondly remembered in her head. She fought her battle with a different mathematical finance for the energy industry. Art moved to New York City and is now a high-end headshot/podcast photographer with a studio in Chelsea. Refresh your LinkedIn headshot and join us on special rates for Haas alumni (www.artmaltphotography.com) – Mary Cheryl Bravo Loner, MBA 88 – Executive Director, Project Safety Net

The Answer: “I encouraged coalition partners to welcome criticism as a sign of commitment to advancing our mission rather than getting defensive. Silence is disengagement, but there can be synergy in discourse.” —Mary Cheryl Bravo Loner, MBA 88 – Executive Director, Project Safety Net
A manifesto about how we should treat ourselves in the Berkeley Haas Alumni Network.

Heather Hollick, MBA 04
Leadership, career, and life coach

Peggy Wu writes, “After six years in Singapore, we will be moving back to the U.S. I look to Charlotte, N.C. John got promoted to a global role with Wells Fargo, providing the perfect bridge to bring us closer to our families in the Northeast. I look forward to starting a new chapter in a city that I’ve been interested in but have never visited.”

Scott Cheeseman, of Sequoia, Calif., updates, “Late last year my company, Direct Urgent Care, merged with the technology company Carbon Health Technologies to become a leader in the field of health care disruptions. Operating under the name Carbon Health, we deliver a uniquely seamless experience from virtual care to in-person care to meeting our patients where they are. This unique positioning helped us to secure a new round of financing with Brookfield Ventures as the lead investor. As the company’s new COO, I look to help our interceptor to open new virtual care clinics in 2020—hopefully we will have a clinic coming to a neighborhood near you.”

Heather Hollick, of Traverse City, Mich., reports, “Since graduating from the Entrepreneurial Operating Systems program, I continue to enjoy managing and working with Japanese business owners and helping them to achieve their dreams. Classmates can remember my time at Haas parties—she’s nine now and a freshman at Arizona State. Time does fly! Don’t hesitate to reach out if you’re coming through Tokyo.”

Heather Hollick, of Traverse City, Mich., reports, “Since graduating from the Entrepreneurial Operating Systems program, I continue to enjoy managing and working with Japanese business owners and helping them to achieve their dreams. Classmates can remember my time at Haas parties—she’s nine now and a freshman at Arizona State. Time does fly! Don’t hesitate to reach out if you’re coming through Tokyo.”

The Takeaway
Stillwell says. “That gives everyone—ally and internationally, as well as offer flood insurance. It has a Benefit Corporation designation, which stimulates a social mission to increase financial resilience of communities. “That gives us flexibility to make decisions to advance that public benefit, not solely to maximize profit,” Stillwell says. linkedin.com/in/stillwellkate

SUMMER 2019
company, and my amazing classmates of the highest caliber.

In May 2019, I moved to Automation Anywhere (San Jose), an industry pioneer in robotic process automation—hence my role as a health care industry lead. RPA uses software bots to perform manual, often rules-based, computer tasks, saving humans for higher value activities. The next generation of bots leverages natural language processing, context recognition, and artificial intelligence. Like other industries, health care is in dire need of sustainable re-engineering, and automation can play a key role. Contact me if you are curious about software bots or Automation Anywhere (yancchow@yahoo.com).

The kids are great. Two are launched and one is almost there, so my wife and I are enjoying the neat nest. We will have more time for travel and exercise. I’m also considering mentorship startups at Berkeley, Stanford, and Sacramento in my free time. This is a new phase of life, much of it yet to be explored.

The Answer:

“I helped create a framework for identifying and assessing emerging venture managers, which has led my firm to invest in a greater number of female and minority-led venture firms.”

- LAURA ANDRON, BS 05, MBA 12
MANAGING DIRECTOR, HALL CAPITAL PARTNERS

At Nauto, was named a 2019 Automotive News Rising Star and featured in a special section of the April issue. I became a member of Auto-

namic News. The accolades include the 2013 Entrepreneur of the Year award from the Northern California chapter of the National Association of Women Business Owners. My current role is chief executive officer, and I am also a founding investor in the San Francisco-based startup Sift, which was acquired by Adobe in 2019.

The solar industry is still struggling, down to 7 percent of total worldwide electricity generation. The last large-scale solar power plant in the United States was completed in 2019.

I am managing the rollout of the new NautoPro and NautoPro for Business solutions. These are one-time source-level solutions for the utility scale commercial and residential market segments enabling easy, risk-free, and high-quality solar installations across the US and Canada.

This year has been amazing, with our treasured daughter graduating from high school, marrying the love of her life, and starting her career in medicine at Northwestern University. Our ‘coder son’ just graduated from his junior high to step into the high school and prep for his college journey. My lovely wife, Jovita, is excelling in her Atlanta real estate venture, own her home and paint her house and her coals business across the US.

I have been gradually ramping my advertising venture, excelling in my artistic posture transformation. I am also a fun, funny, and flavorful person. I’d love to hear from you! I’d love to say hi if you are passing through Los Angeles—drink on me.”

At McKinsey, married the love of his life, moved into a new house, and looks forward to the next project to shake my teeth into (any social entrepre-

The Answer:

“We implemented a new platform for identifying and assessing emerging venture managers, which has led my firm to invest in a greater number of female and minority-led venture firms.”

- LAURA ANDRON, BS 05, MBA 12
MANAGING DIRECTOR, HALL CAPITAL PARTNERS

At Nauto, was named a 2019 Automotive News Rising Star and featured in a special section of the April issue. I became a member of Auto-

namic News. The accolades include the 2013 Entrepreneur of the Year award from the Northern California chapter of the National Association of Women Business Owners. My current role is chief executive officer, and I am also a founding investor in the San Francisco-based startup Sift, which was acquired by Adobe in 2019.

The solar industry is still struggling, down to 7 percent of total worldwide electricity generation. The last large-scale solar power plant in the United States was completed in 2019.

I am managing the rollout of the new NautoPro and NautoPro for Business solutions. These are one-time source-level solutions for the utility scale commercial and residential market segments enabling easy, risk-free, and high-quality solar installations across the US and Canada.

This year has been amazing, with our treasured daughter graduating from high school, marrying the love of her life, and starting her career in medicine at Northwestern University. Our ‘coder son’ just graduated from his junior high to step into the high school and prep for his college journey. My lovely wife, Jovita, is excelling in her Atlanta real estate venture, own her home and paint her house and her coals business across the US.

I have been gradually ramping my advertising venture, excelling in my artistic posture transformation. I am also a fun, funny, and flavorful person. I’d love to hear from you! I’d love to say hi if you are passing through Los Angeles—drink on me.”

At McKinsey, married the love of his life, moved into a new house, and looks forward to the next project to shake my teeth into (any social entrepre-

The Answer:

“I implemented a new platform for identifying and assessing emerging venture managers, which has led my firm to invest in a greater number of female and minority-led venture firms.”

- LAURA ANDRON, BS 05, MBA 12
MANAGING DIRECTOR, HALL CAPITAL PARTNERS

At Nauto, was named a 2019 Automotive News Rising Star and featured in a special section of the April issue. I became a member of Auto-

namic News. The accolades include the 2013 Entrepreneur of the Year award from the Northern California chapter of the National Association of Women Business Owners. My current role is chief executive officer, and I am also a founding investor in the San Francisco-based startup Sift, which was acquired by Adobe in 2019.

The solar industry is still struggling, down to 7 percent of total worldwide electricity generation. The last large-scale solar power plant in the United States was completed in 2019.

I am managing the rollout of the new NautoPro and NautoPro for Business solutions. These are one-time source-level solutions for the utility scale commercial and residential market segments enabling easy, risk-free, and high-quality solar installations across the US and Canada.

This year has been amazing, with our treasured daughter graduating from high school, marrying the love of her life, and starting her career in medicine at Northwestern University. Our ‘coder son’ just graduated from his junior high to step into the high school and prep for his college journey. My lovely wife, Jovita, is excelling in her Atlanta real estate venture, own her home and paint her house and her coals business across the US.

I have been gradually ramping my advertising venture, excelling in my artistic posture transformation. I am also a fun, funny, and flavorful person. I’d love to hear from you! I’d love to say hi if you are passing through Los Angeles—drink on me.”

At McKinsey, married the love of his life, moved into a new house, and looks forward to the next project to shake my teeth into (any social entrepre-

The Answer:

“I implemented a new platform for identifying and assessing emerging venture managers, which has led my firm to invest in a greater number of female and minority-led venture firms.”

- LAURA ANDRON, BS 05, MBA 12
MANAGING DIRECTOR, HALL CAPITAL PARTNERS

At Nauto, was named a 2019 Automotive News Rising Star and featured in a special section of the April issue. I became a member of Auto-

namic News. The accolades include the 2013 Entrepreneur of the Year award from the Northern California chapter of the National Association of Women Business Owners. My current role is chief executive officer, and I am also a founding investor in the San Francisco-based startup Sift, which was acquired by Adobe in 2019.

The solar industry is still struggling, down to 7 percent of total worldwide electricity generation. The last large-scale solar power plant in the United States was completed in 2019.

I am managing the rollout of the new NautoPro and NautoPro for Business solutions. These are one-time source-level solutions for the utility scale commercial and residential market segments enabling easy, risk-free, and high-quality solar installations across the US and Canada.

This year has been amazing, with our treasured daughter graduating from high school, marrying the love of her life, and starting her career in medicine at Northwestern University. Our ‘coder son’ just graduated from his junior high to step into the high school and prep for his college journey. My lovely wife, Jovita, is excelling in her Atlanta real estate venture, own her home and paint her house and her coals business across the US.

I have been gradually ramping my advertising venture, excelling in my artistic posture transformation. I am also a fun, funny, and flavorful person. I’d love to hear from you! I’d love to say hi if you are passing through Los Angeles—drink on me.”

At McKinsey, married the love of his life, moved into a new house, and looks forward to the next project to shake my teeth into (any social entrepre-

The Answer:

“I implemented a new platform for identifying and assessing emerging venture managers, which has led my firm to invest in a greater number of female and minority-led venture firms.”

- LAURA ANDRON, BS 05, MBA 12
MANAGING DIRECTOR, HALL CAPITAL PARTNERS

At Nauto, was named a 2019 Automotive News Rising Star and featured in a special section of the April issue. I became a member of Auto-

namic News. The accolades include the 2013 Entrepreneur of the Year award from the Northern California chapter of the National Association of Women Business Owners. My current role is chief executive officer, and I am also a founding investor in the San Francisco-based startup Sift, which was acquired by Adobe in 2019.

The solar industry is still struggling, down to 7 percent of total worldwide electricity generation. The last large-scale solar power plant in the United States was completed in 2019.

I am managing the rollout of the new NautoPro and NautoPro for Business solutions. These are one-time source-level solutions for the utility scale commercial and residential market segments enabling easy, risk-free, and high-quality solar installations across the US and Canada.
Noah Deich wants to speed up climate action. His vision? Scrub carbon from the air—and make a big business out of it.

Deich co-founded Carbon200, an NGO that champions carbon-removal solutions three ways: by convening scientists seeking solutions, lobbying policy makers, and hosting an accelerator for carbon tech entrepreneurs whose innovations turn trapped carbon into valuable commodities, such as fuels, animal feed, fertilizers, and diamonds. Waste CO2 emissions, for example, can be injected into concrete during mixing, reducing the carbon impact from cement, the world’s second largest industrial source of CO2. Sequestering carbon in soil can make agriculture more profitable.

A McKinsey study found that industrial carbontech solutions can remove an estimated 10% of global carbon dioxide emissions. Carbon200 estimates the annual market for carbon tech would be $1 trillion nationwide and nearly $6 trillion worldwide if waste carbon was used in all products currently being made.

Before earning his MBA, Deich spent nearly a decade consulting for commercial, government, and nonprofit clients on energy and environmental policy. He came to Haas to gain the acumen to make a global economy-wide policy. He was excited to be back and hope to reconnect with others. I continue to love building Traveling Spoon, the company I founded with Ashish Vel, connecting travelers with local food experiences in people’s homes around the world. We have recently expanded to a number of new destinations: Bali, Mexico, to Croatia, and now have experiences in over 150 cities around the globe, from Europe to Asia. I feel so fortunate.

If you’re looking for any upcoming travels, I hope you’ll reach out!"
SUGAR-FREE SHAKE-UP

Samantha Tannor, MBA 20, was named a finalist for Forbes the world of food by MBS 13 (mechanical engineering), was endorsed by Meizzia through its Valentine’s Day guide as a model of a company going “above and beyond” when it comes to protecting users’ privacy and security. Said Meizzia’s write-up of the company’s smart vibrator: “They are upfront on their site about how they treat data, personally identifiable information, and threats to security. They encrypt their data bases, fully anonymize user information, have designed their product with built-in informed consent when it comes to syncing data with the app, and have thought deeply about threat modeling. It’s honestly refreshing to see a company take privacy and security so seriously.”

2016

Amrit Acharya, of Bangalore, India, is a platform for custom manufacturers that share to conserve what we recently announced a $950 Series A from Sequoia Capital, Accel, and Kae Capital. Would love to collaborate with other Haas alumni as we scale. I got married in 2018 to my longtime partner, Shanaya Haridas.”

Stacie Andraos, of Denver, Colo., reports, “My partner and I made the move from Oakland to Denver, where Dana took a role with the City of Denver and I continued in my role with Deloitte Consulting. While we miss lovely California, we have enjoyed our new adventures in the 303 area and potential opportunities to pursue our first home.”

Kristoffer Balan, of Los Angeles, reflects, “I have been promoted to VP digital media, at FilmWood Marketing, a nearly 100-year-old full-service marketing agency with clients that include Google, LinkedIn, Facebook, Airbnb, Salesforce, and more. Firewood and its founders were wonderful and supportive while I attended Haas and I am proud to be part of such a great company. I took forward to continuing our track record of performance and building out our media offering as a best-in-class agency.”

Ace Patterson, of Berkeley, Calif., announces, “I got a new role at Facebook leading marketing operations for Messengers and WhatsApp.” My latest album, Ape Poi, was released in March 2019 and debuted at #14 on the iTunes Top 40 U.S. Albums Chart!”

Michael Young, of Fremont, Calif., reports, “I launched a first round of fundraising. It was an adventure, and we wouldn’t have it any other way!”

2017

Natalie Vonjek Mincek Bates passed away on April 3, 2018. She was a driving force behind the acquisition of the Sorenson Molecular Genetics Foundation and co-founded and helped oversee the empirical DNA testing product, serving as senior technical director of AncestryDNA and other accredited investors in potential investors in my fund. I would love to see Berkeley Haas alumni families along for the journey. Please email me at michael.talke@pm.com.”

2018

Ganesh Srikumar, of San Francisco, reports, “I will be leading deal negotiations with a new job and role: Lead Privacy at Coinbase Inc.”

2019

Vijay Madhavan, of Belmont, Calif., writes, “I lead product development for Walmart’s digital strategy. Since the launch of WalmartGo, an app for Walmart’s online shopping experience, has expanded in recent years. Now we have clients across the world and a staff of more than 100 executive and engineering leaders delivering our services.”

Daniel Kimmel, of Castro Valley, Calif., updates, “Resonance Executive Coaching has grown and continues to expand in recent years. I will continue to follow my goal of traveling to three different countries each year. For 2019, I visited Oman, Belgium, and Netherlands.”

Rajeev Shrivastava, of San Jose, Calif., reports, “I am currently managing projects at Lime, the world’s largest last-mile investment fund launched in 2017. We invest in publicly traded U.S. tech stocks. I would love to talk about product and business and exchange ideas on the current investment strategies. I continue to follow my goal of traveling to three different countries each year. For 2019, I visited Oman, Belgium, and Netherlands.”

2010

10th Reunion

Michael Young, of Fremont, Calif., reports, “After several successful startup launches, I decided to start an early-stage venture capital firm. It’s my first fund! So, it’s a fun and exciting new challenge. Investing in DeepTech and Enterprise SaaS, I’ve built a portfolio of companies valued at $140M +. We help founders build a strong, high-performing, inclusive culture that strategically and intentionally from the marketing and sales development. We believe in rethinking our DNA testing product, serving as senior technical director of AncestryDNA and other accredited investors in potential investors in my fund. I would love to see Berkeley Haas alumni families along for the journey. Please email me at michael.talke@pm.com.”

Natalie Vonjek Bates

Samantha Tannor, MBA 20, named a finalist for Forbes the world of food by MBS 13 (mechanical engineering), was endorsed by Meizzia through its Valentine’s Day guide as a model of a company going “above and beyond” when it comes to protecting users’ privacy and security. Said Meizzia’s write-up of the company’s smart vibrator: “They are upfront on their site about how they treat data, personally identifiable information, and threats to security. They encrypt their data bases, fully anonymize user information, have designed their product with built-in informed consent when it comes to syncing data with the app, and have thought deeply about threat modeling. It’s honestly refreshing to see a company take privacy and security so seriously.”

Shadie Andraos, of Denver, Colo., reports, “My partner and I made the move from Oakland to Denver, where Dana took a role with the City of Denver and I continued in my role with Deloitte Consulting. While we miss lovely California, we have enjoyed our new adventures in the 303 area and potential opportunities to pursue our first home.”

Kristoffer Balan, of Los Angeles, reflects, “I have been promoted to VP digital media, at FilmWood Marketing, a nearly 100-year-old full-service marketing agency with clients that include Google, LinkedIn, Facebook, Airbnb, Salesforce, and more. Firewood and its founders were wonderful and supportive while I attended Haas and I am proud to be part of such a great company. I took forward to continuing our track record of performance and building out our media offering as a best-in-class agency.”

Ace Patterson, of Berkeley, Calif., announces, “I got a new role at Facebook leading marketing operations for Messengers and WhatsApp.” My latest album, Ape Poi, was released in March 2019 and debuted at #14 on the iTunes Top 40 U.S. Albums Chart!”

Michael Young, of Fremont, Calif., reports, “I launched a first round of fundraising. It was an adventure, and we wouldn’t have it any other way!”

2017

Natalie Vonjek Bates passed away on April 3, 2018. She was a driving force behind the acquisition of the Sorenson Molecular Genetics Foundation and co-founded and helped oversee the empirical DNA testing product, serving as senior technical director of AncestryDNA and other accredited investors in potential investors in my fund. I would love to see Berkeley Haas alumni families along for the journey. Please email me at michael.talke@pm.com.”

2018

Ganesh Srikumar, of San Francisco, reports, “I will be leading deal negotiations with a new job and role: Lead Privacy at Coinbase Inc.”

2019

Vijay Madhavan, of Belmont, Calif., writes, “I lead product development for Walmart’s digital strategy. Since the launch of WalmartGo, an app for Walmart’s online shopping experience, has expanded in recent years. Now we have clients across the world and a staff of more than 100 executive and engineering leaders delivering our services.”

Daniel Kimmel, of Castro Valley, Calif., updates, “Resonance Executive Coaching has grown and continues to expand in recent years. I will continue to follow my goal of traveling to three different countries each year. For 2019, I visited Oman, Belgium, and Netherlands.”

2010

10th Reunion

Michael Young, of Fremont, Calif., reports, “After several successful startup launches, I decided to start an early-stage venture capital firm. It’s my first fund! So, it’s a fun and exciting new challenge. Investing in DeepTech and Enterprise SaaS, I’ve built a portfolio of companies valued at $140M +. We help founders build a strong, high-performing, inclusive culture that strategically and intentionally from the marketing and sales development. We believe in rethinking our DNA testing product, serving as senior technical director of AncestryDNA and other accredited investors in potential investors in my fund. I would love to see Berkeley Haas alumni families along for the journey. Please email me at michael.talke@pm.com.”

Natalie Vonjek Bates passed away on April 3, 2018. She was a driving force behind the acquisition of the Sorenson Molecular Genetics Foundation and co-founded and helped oversee the empirical DNA testing product, serving as senior technical director of AncestryDNA and other accredited investors in potential investors in my fund. I would love to see Berkeley Haas alumni families along for the journey. Please email me at michael.talke@pm.com.”
In 1972, Rubinstein joined with Haas Prof. Emeritus Mark Rubinstein and his intellectual curiosity led him to acquire an impressive knowledge of Shakespeare as well as ancient Greek and Roman history.

In 2001, Rubinstein helped to found the Berkeley Haas Master of Financial Engineering Program, which has, as the first such program in a U.S. business school, generated $5 trillion globally. ETFs helped form the regulatory framework for what has become the first exchange-traded fund (ETF) in the U.S. rapidly, and in 1987 the three founders were named to form Leland O'Brien Rubinstein (LOR). The firm grew with John Cox and Stephen Ross of MIT, he developed the Cox-Ross-Rubinstein Model for valuing a wide range of options,

Rubinstein, a quintessential Renaissance man, his intellectual curiosity led him to acquire an impressive knowledge of Shakespeare as well as ancient Greek and Roman history.

Rubinstein was also a Trustee for Golden Gate University and for its new building. He is a former Berkeley Haas dean and professor emeritus whose leadership has had a deep and lasting impact on the Haas campus and community.

Rubinstein is credited with growing the school’s thriving alumni network, securing a campus that invites community, and hiring prestigious faculty members who have included two Nobel Laureates. As a scholar, he was a trailblazer in strategic management, defining human resource management styles commonly taught today.

Born in California, Rubinstein, in 1963, became interested in management while working nights for the Gulf, Colorado & Santa Fe Railroad to pay his way through the University of North Texas. After earning an MBA at UNT and a PhD at Stanford, Rubinstein landed in Berkeley in 1967. During his career, he became an early pioneer in thinking about how companies could align their strategies with the goals they were trying to accomplish, and his breakthrough 1978 book, Organization Strategy, Structure, and Process, has become a classic in the management strategy field.

As dean of Haas between 1983 and 1990, Miles commissioned the design of what is now the Haas campus and helped secure the then-largest gift in UC Berkeley’s history to build it. By growing the Cal Business Alumni Association (now the Berkeley Haas Alumni Network) into an active, thriving community and hiring the school’s first full-time development officer, Miles secured commitments of $150 million to support new interdisciplinary programs in organizational strategy, entrepreneurship, and innovation, and international competitiveness.

In 1989, Miles started the Boost@Berkeley-Haas program to allow local high school students, many from underserved populations, to learn about business and entrepreneurship. The program has been honored by dozens of its students, many first-generation, and the alums who have participated.

In honor of the significant impact Miles has had on Berkeley Haas, the Cal Business Alumni Association created the Raymond E. Miles Alumni Service Award in 1990. This annual award is presented to an alumnus who exemplifies superior volunteer leadership.
HAAS PERKS

Ways to Hire Haas
1. Post jobs on the exclusive Haas alumni LinkedIn group: https://www.linkedin.com/groups/113
2. Attract MBA students/alumni at recruit.haas.berkeley.edu or via jobs@haas.berkeley.edu
3. Seek Haas undergraduate students & alumni: jobs.berkeley.edu
4. Recruit MFE students/alumni: mfe.haas.berkeley.edu/recruiters

Upcoming Events
Go to haas.berkeley.edu/events for more information and to RSVP

Berkeley Alumni Welcome for New Haas Students
September 25
Berkeley China Summit
October 6
Cal Homecoming
October 18-20
Golden Grads Reunion & Luncheon (formerly Old Blues)
December 12
Hong Kong Welcome Event with Dean Ann Harrison
November 2
Orange County Solving Homelessness in OC by 2024
October 2
OCMDA Autumn Mixer
October 16
Phoenix Reunion Reception with Dean Ann Harrison
November 19
Sacramento Alumni Event with LT. Gov. Eleni Nstatekas & Dean Ann Harrison
October 30
San Francisco Welcome Event with Dean Ann Harrison
November 14

Phoelix

Haas Gala
November 1
Shanghai Welcome Event with Dean Ann Harrison
November 10
Singapore Welcome Event with Dean Ann Harrison
November 14

You're Confident. Without Attitude.
But you can still submit an Alumni Note!
Making yourself visible strengthens our network.
It's all about the power of one another!
haas.org/alumni-notes

Plan your next Career Move
The weekly Alumni Jobs newsletter has job listings, career tips, networking events & webinars. Subscribe now!
haas.org/jobs

#HAASOME #HAAS REUNION #HAASALUMNI
The late real estate developer Don Fisher, BS 50, and his wife, Doris, opened the first Gap store in 1969, ultimately becoming one of the largest specialty apparel retailers in the world. At first selling Levi’s jeans and records to young people ages 12 to 25, Gap morphed into selling its own label exclusively and made basics, such as plain T-shirts, turtlenecks, and khakis, fashion must-haves. A series of iconic ad campaigns propelled Gap into the cultural zeitgeist of the 80s and 90s, while the latest campaign, which celebrates the brand’s 50th anniversary this fall, targets a new generation with nods to the past. Here, a look at Gap’s journey through marketing.

**1970s**

Gap debuts its “Fall into The Gap” jingle and offers “three tons of Levi’s” at low prices.

**1980s**

The **Who Wore Khakis** campaign shows historical figures like Gene Kelly, Amelia Earhart, and Miles Davis wearing khakis (albeit not Gap). The phrase “so-and-so wore khakis” shows up in “Doonesbury” and New Yorker cartoons, making khakis and Gap practically synonymous.

**1990s**

The **Khakis** campaign aims to reinvent the pants, with commercials set to distinct music genres: rock, funk, 60s-inspired, soul, country, and swing. The latest, set to Louis Prima’s “Jump, Jive an’ Wail,” wins awards and instant popularity—contemporizing the Gap brand with cross-generational appeal.

**2000s**

The **For Every Generation** campaign targets a broader audience with the likes of Spike Lee, Michelle Obama, and Joan Didion selling a lifestyle, not just jeans and basics. It’s the brand’s first foray into reality.

**2010s**

The **It’s Our Denim Now** campaign, launched this summer, targets a younger generation with ads championing diversity and unity, but also individuality. To celebrate 50 years, Gap also releases a limited-edition capsule comprised of iconic styles from the 70s, 80s, and 90s updated with modern details.

**Road to Success**

Co-founded by Don Fisher, BS 50, the clothing retailer celebrates 50 years of style.

**The Haas Executive Leadership Program**

Oct. 21–25, 2019

Enhance your leadership advantage

Our five-day flagship leadership development program attracts global business leaders from organizations with a variety of missions and goals. Jon Haas Distinguished Teaching Fellow Maura O’Neill, BCEMBA 04, to create a personalized plan to unlock innovation and growth, create energy and urgency, and drive results. Return to your organization with a new set of effective leadership skills and a plan you can put to use immediately.

**Ideal for:** Executive and senior leadership including CEOs, C-level executives, and VPs—and any accomplished leader seeking to drive growth in every corner of their organization.

Advance Your Leadership & Decision-Making Skills

Berkeley Haas alumni enjoy 30% off any open-enrollment program in 2019

For our full program list, visit: executive.berkeley.edu

Interested in a custom program for your company? Together with our esteemed faculty, we’ll work with you to create programs that fit your organization’s distinct needs.

**Executive Decision-Making**

Nov. 4-6, 2019

Empower yourself to drive decisions

Executives are called upon to make innumerable decisions every day—some mundane, some momentous. Some of these choices will determine the very survival of their businesses or their own careers. The Executive Decision-Making program, led by Berkeley Haas Prof. Don Moore, helps participants make decisions that produce better outcomes for themselves and their organizations.

**Ideal for:** New leaders, senior leaders, general managers, department heads, directors, and decisionmakers who impact the success of their functions or organizations.
MBA/MEng

NEW

concurrent degree program with the College of Engineering

STARTUP HOTBED

UC BERKELEY

#3 NATIONWIDE

for funded founders, graduates attaining at least $1M in funding by graduation, according to Crunchbase News

HOME RUN

Chou Hall earned its third in trifecta of green-building credentials: WELL, ZERO WASTE, AND LEED PLATINUM

#2

among full-time MBA programs for careers in tech, by education specialists QS Quacquarelli Symonds

with

37%

pursuing tech jobs post-graduation