

BERKELEY

HAAS

SUMMER 2019



24>

All In

The path to a diverse
and inclusive Haas

Plus:

NATION BUILDING P. 18

MANAGING GEN Z P. 14



PHOTO: MICHAEL HANSON; ILLUSTRATIONS: DRUE WAGNER

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 How do a Native American tribe's finances work?
PAGE 18

The Students Always mindset of **MATTHEW WADHWANI, MBA 13**, is key to him 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.

TEN TAKEAWAYS



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 Why your management style may not work for Gen Z
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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

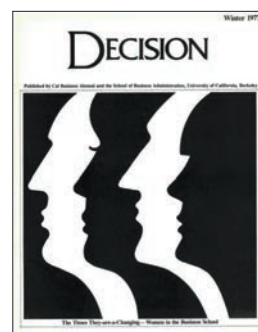
their essence—with infographics, when possible.

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.

Goal #5
Challenge any preconceived ideas of an alumni magazine

QUESTIONING THE ALUMNI MAGAZINE'S STATUS QUO



1977

Decision launches around 1976. This 1977 cover story, "The Times They Are a-Changing," features women in business school.



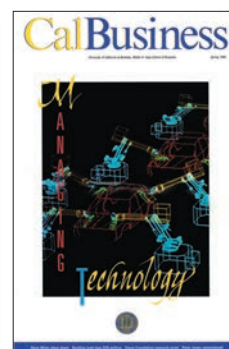
1982

Starting in 1979, the magazine changes its name to CB Business, which is a lot of business.



1983

Now called simply Cal Business, early issues have a predominant color, mostly blue, though one is (gasp!) all red. Briefly, it even features pinstripes.



1992

Cal Business goes oversized starting around 1987 and adds full color to the cover. Interior photos stay black and white.

PHOTO: EMPASH



1994

Issues shrink back to normal size. Some of the interior photos are in color. Gradually, all will be.



2011

The magazine gets a new masthead and a refreshed interior starting in 2005.



2012

Cal Business becomes BerkeleyHaas magazine with an overhauled interior. Number of pages for alumni notes more than double.



2019

Berkeley Haas (now with a space in its name to match the school's name) sports a lively design and thought-provoking content matching our stature as a top business school.

PHOTO: COURTESY OF DREAM POPS

"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."

CONNECTIONS

"I'm a huge fan of LinkedIn networking," says Greenfeld. "I think it's a really undervalued resource."
[linkedin.com/in/dgreenfeld/](https://www.linkedin.com/in/dgreenfeld/)

The Takeaway

When it comes to branding, Greenfeld invests heavily in content: stunning photography, video, and other media.

NEW FOOD

Pop Culture

Alumnus reimagines frozen snacking through healthy, design-driven treats

BY CAROL GHIGLIERI

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

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bars to totally transform the frozen treat category—in design, ingredients, marketing, and delivery.

Dream Pops are less than 100 calories each with formulations created by three-star Michelin chef Juan Amador. The gluten-, dairy-, and soy-free pops contain coconut milk and ingredients like ceremonial matcha, lion’s mane mushroom, baobab, and cacao. They’re sweetened with less than five grams of coconut sugar.

It’s a way to make a mark in an industry that’s seen only moderate innovation, the most recent being high-protein ice cream, like Halo Top, sweetened largely with sugar alcohols that allow for entire-pint indulgence.

“We believe the next wave of ice cream innovation will be snackable, portion-controlled, and plant-based offerings fueled by superfoods and adaptogens,” Greenfeld says.

Design—in particular 3D printing—is Dream Pops’ most recognizable innovation. Initially Greenfeld focused on B2B, producing customized pops for individual brands, like 2017’s frozen pop for Beats by Dr. Dre, the maker of high-end headphones, for a marketing campaign at the Coachella music and arts festival. Because the pops are shaped in molds formed by a 3D printer, they’re infinitely customizable. But Greenfeld and his partners soon realized that constantly churning out new molds would be cost prohibitive.

Instead they decided to focus primarily on consumers, staying with their original geometric shape—a patented design—and building a brand around that. “That shape is our logo, our Nike swoosh. We believe it is the modern embodiment of ice cream for the next generation,” says Greenfeld.

Dream Pops’ iconic, eye-catching design makes them Instagram-ready, and that channel has in fact been the company’s top marketing platform. “I think food and beverage brands, or more importantly, all brands, are now content companies,” Greenfeld says. “We’re creating 500 to 1,000-plus pieces of original content a year.

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 customers directly from their website—one of the first companies to offer ice cream affordably online. But grocery stores like Whole Foods, Bristol Farms, and Fairway Market represent the biggest growth for Dream Pops. Greenfeld expects to be in 1,000 stores by year’s end. The company is also first to market with vertical freezers offering single-serve ice cream at checkout.

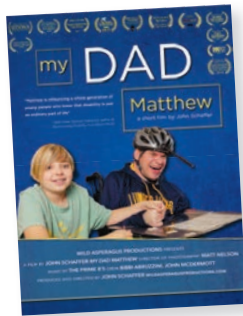
Pop-ups and collaborations with other companies remain a big part of their business, in part because Dream Pops is a nimble, quick business, despite being a small team of around ten. “We have our own factory, a flavor house, a food scientist, and an R&D facility that can turn around a new flavor in three weeks, and a custom product in about five,” Greenfeld says.



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

PHOTO: COURTESY OF DAVID GREENFELD; ILLUSTRATION: DUNE WAGNER

#HAASOME



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.

WATCH IT: haas.org/wangeman-movie



FACULTY RESEARCH

BRAIN TEASERS

How information is like snacks, money, and drugs—to your brain

BY LAURA COUNTS

Can’t stop checking your phone, even when you’re not expecting any important messages? Blame your brain.

A new study by Haas Assoc. Prof. Ming Hsu has found that information acts on the brain’s dopamine-producing reward system in the same way as money or food.

“To the brain, information is its own reward, above and beyond whether it’s useful,” says Hsu, a neuroeconomist whose research employs functional magnetic resonance imaging, psychological theory, economic modeling, and machine learning. “Just as our brains like empty calories from junk food, they can overvalue information that makes us feel good but may not be useful—what some may call idle curiosity.”

Hsu’s research demonstrates that the brain converts information into the same common scale as it does for money. It also lays the groundwork for unraveling the neuroscience behind how we consume information—and perhaps even digital addiction.

“We were able to demonstrate for the first time the existence of a common neural code for information and money, which opens the door to a number of exciting questions about how people consume, and sometimes over-consume, information,” Hsu says.

PHOTO: ISTOCK

COMPENSATION

Transparency Fail

How companies game the system to boost CEO pay

BY SAM ZUCKERMAN

A RULE DESIGNED TO MAKE EXECUTIVE COMPENSATION 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 underperforms by failing to meet performance targets, such as stock market value and profit. Underperforming 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 GOOD NEWS:

Over time, the average level of bias in peer-group benchmarking has diminished, which may reflect growing shareholder and regulatory pressure on companies to avoid abusing the disclosure process.

THE BAD NEWS:

CEOs get greater financial gains from skewed benchmarking now than they did in the past.

The Takeaway

The only way for CEO pay to be truly transparent would be if industry watchdogs or regulators created unbiased peer groups, says **Haas Asst. Prof. Mathijs De Vaan**.

The Takeaway

Dream Pops uses affordable tech, such as supply chain software, to compete with incumbents at a tenth the cost.



INVESTMENT STRATEGIES

STOCK TRADING FROM SPACE

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—all 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.

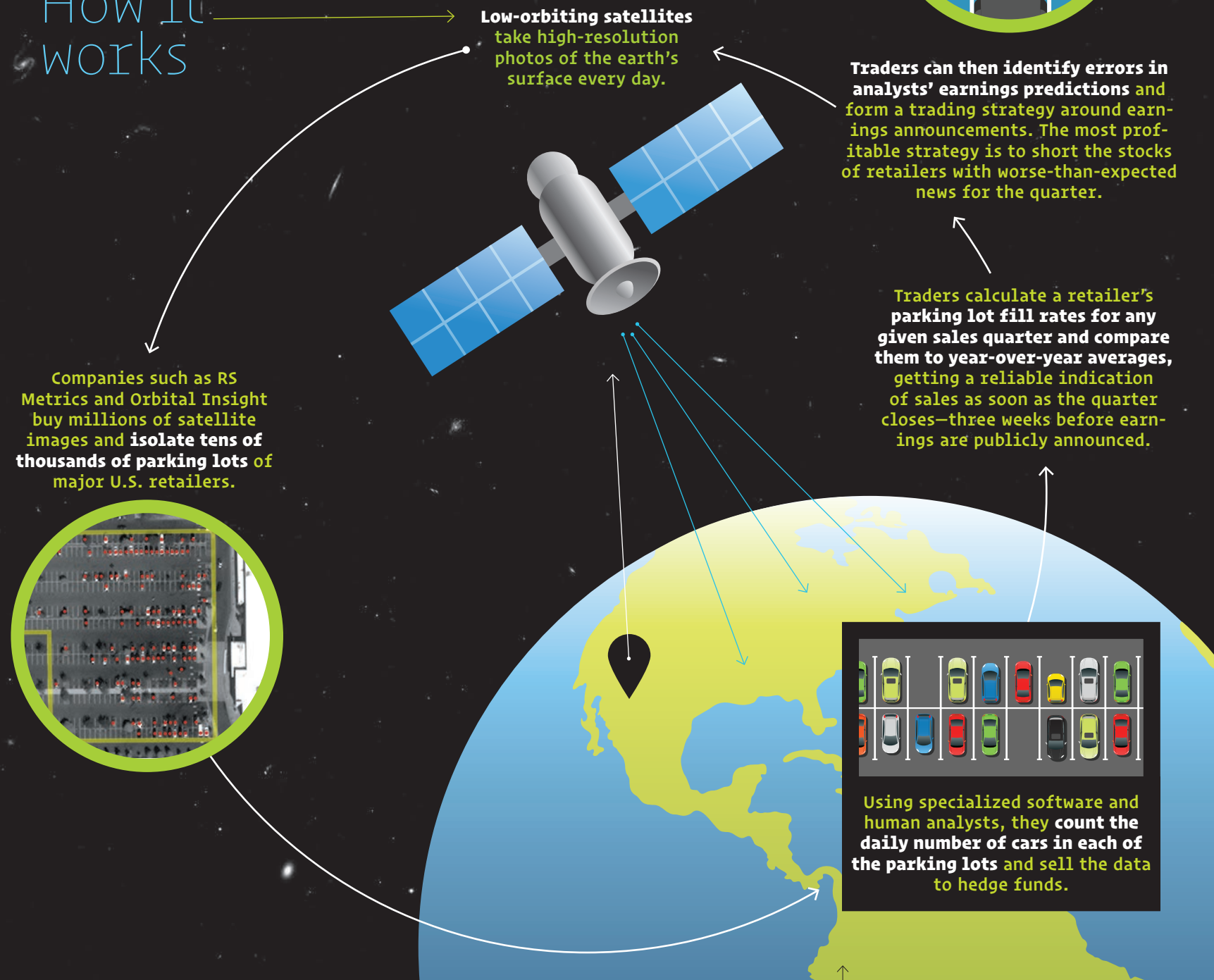
What is "alternative data"? Non-financial information that's relevant for forecasting financial outcomes and helps investors formulate trading strategies. Usually these are complex, big data sets, such as credit card transactions, website usage, geolocation data, and satellite images.

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 gleaning 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.

HEDGING FROM SPACE:

How it works



#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.

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

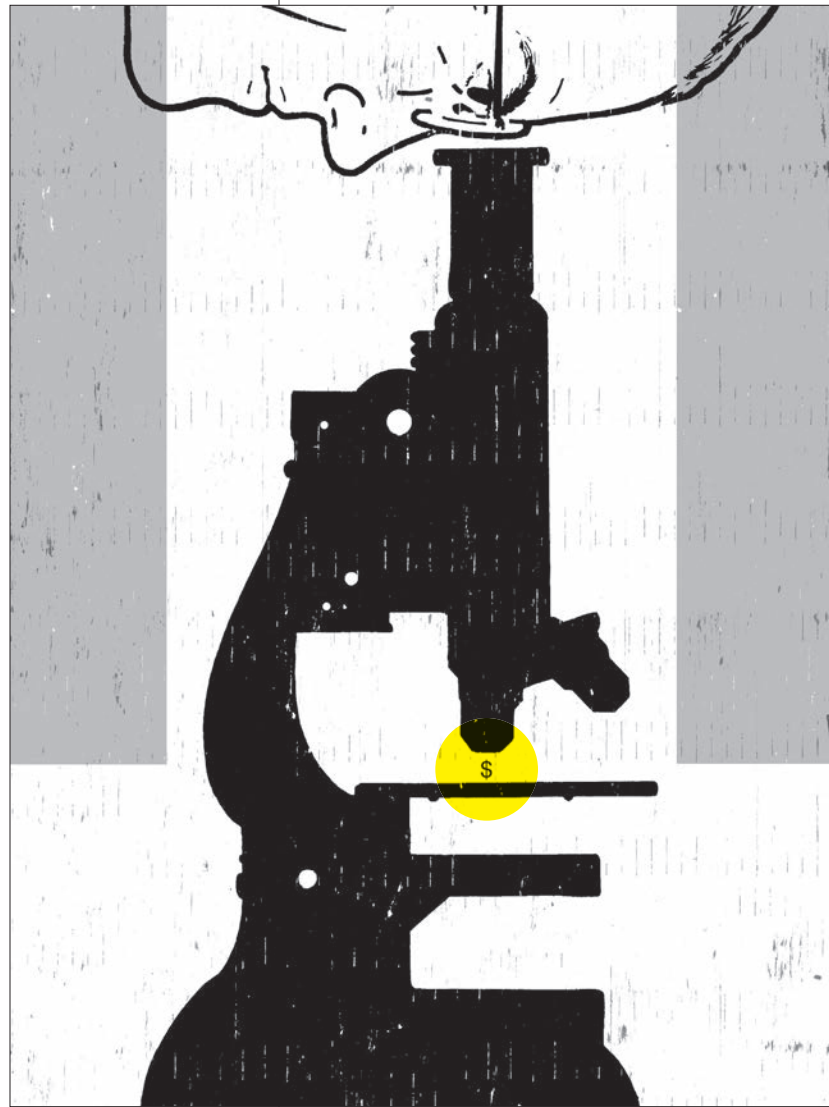
Learn more about this research at haas.org/space-trading

COLLABORATIONS

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.

ILLUSTRATION: DAN PAGE / THE ISPOP



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.

PHOTOS: ISTOCK, JOHN BLAUSTEIN

#HAASOME



CAL BEST

Kevin Chou, BS 02, was named UC Berkeley’s Alumnus of the Year, an award recognizing inspirational alumni whose professional leadership and contributions have benefited society and who give back to the community and university. Read his profile in California magazine: haas.org/kevin-chou.

↑ CONNECTIONS

Sisters **Gail Maderis, BS 78**, and **Ann Stock Zakaria, BA 79, PhD 86**, helped found the Biology+Business Program with other Berkeley alumni.

↑ **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.

THOUGHT LEADERSHIP

Unraveling the Mystery of Culture

Profs. Jennifer Chatman and Sameer Srivastava usher in a new era of organizational culture research with cutting-edge data sources and methodologies

BY KRISTEN CRAWFORD

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 gossiping," with scholars visiting companies and writing reports based on observations.

"Managers, too, eventually realized that they would rather learn about the links between orga-

CULTURAL CONTINUITY

By the time former Dean Rich Lyons wrapped up his term last year, the culture initiative he catalyzed had put Haas well on its way to being the most distinguished-by-culture business school. But what could the school do to ensure the culture stayed strong under a new dean?

What followed was a highly intentional effort that led to some very visible reminders, from carving the Defining Leadership Principles into the front entrance of the school to embedding the DLPs even more deeply, by incorporating them into teaching evaluations, faculty onboarding, and recruiter orientations.

Lyons and Prof. Jennifer Chatman recently detailed these efforts in a follow-up to their 2017 case study: "The Berkeley Haas School of Business: Codifying, Embedding, and Sustaining Culture (B)." The case not only catalogues key efforts to take the school's culture to the next level but also offers a discussion guide and idea generator for other organizations looking to do the same.

#HAASOME



BIG LEAGUES

Going pro has been a good move for golfer **Collin Morikawa, BS 19**. He's had first-, second-, and fourth-place finishes in PGA Tour events since debuting in June, winning the Barracuda Championship in Reno. His overall winnings stand at more than \$1.7 million—not including endorsement deals with Adidas and TaylorMade.

#HAASOME



PIANO FORTE

Sebastian Amenaar, MBA 16, an executive at Chilean retail chain Falabella, won the 29th International Piano Competition for Outstanding Amateurs, considered one of the top global competitions for amateur pianists, in Paris. His prize is to perform at the Sorbonne's Grand Amphitheater in Paris on Nov. 22. How did he win? "I think questioning the status quo to think that winning a piano competition in France was doable and a little bit of confidence to actually go (without attitude, of course)."



ILLUSTRATION: TRACT DABERNO / THE ISPOP. PHOTO: PIANO AMATEURS PHOTO: @USGA/JD CUBAN

nizational culture and performance in analyses of millions of emails, thousands of anonymous reviews, or other data on large swaths 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 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.

< **More Online**

Read the case study "The Berkeley Haas School of Business: Codifying, Embedding, and Sustaining Culture" parts A and B at haas.org/culture-cases.

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

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)

A new generation of employees just entered the post-college workforce. Are you ready for them?

BY MICHAEL BLANDING

B

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 Snapchat. 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 unreliable and often regurgitated “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 flexibil-

ity and control over their work environment, and that they’ll get along with bosses and co-workers. When those hopes don’t pan out, friction ensues.

One of Schroth’s former students, for example, reported he was struggling in his job at a high-tech company after only three months. “He was upset because the manager wouldn’t implement his ideas on how to run the software better,” she says. “He asked if he should go around her.” Schroth’s advice was to focus on becoming a reliable performer so that his boss might see his potential for contributions in the future, but she fears he will go around her anyway.

Removing any ambiguity about a job—during the interview and onboarding processes and via one-on-one coaching—can help mitigate the impatience Gen Z often feels and reinforce company hierarchy. Be upfront with them, Schroth says, about their essential job responsibilities, the positive *and* negative aspects of the job, opportunities for growth, company culture, and interactions with senior executives.

Ensuring they are properly trained is also key. Gen Z is more anxiety prone than other generations, with 73% saying they lack the emotional support they need and 85% saying stress keeps them from taking on leadership roles. “They feel all of this pressure to achieve, but they don’t have the skills they need to do it, especially when they’re left on their own,” Schroth says.

Gen Z has grown up hyper-aware of diversity in race, gender, and sexuality—91% believe everyone is equal and should be treated that way—so traditional anti-bias training may be lost on them. Instead, Schroth recommends training in teamwork skills, negotiation, and problem-solving, so everyone feels included.

Despite the challenges in preparing Gen Z to be productive on the job, Schroth also sees a tremendous opportunity as this generation enters the workforce. Their work ethic and will to succeed can make them a valuable addition to any office, if they can be integrated with the right tools and encouragement. “I am super optimistic about this generation, because I think we have a really good idea of why they are the way they are,” says Schroth. “If we can just tell them what it takes to achieve, they will.” HAAS

Onboarding—It’s On You

Train Gen Z right and you’ll have hard-working, committed employees who stick around, says Haas Senior Lecturer Holly Schroth. Don’t and you’ll suffer the dreaded employee turnover. The key is to be straightforward and unambiguous.

- ✓ Provide a checklist of job tasks but train Gen Z employees to think beyond the checklist.
- ✓ Offer explicit descriptions of company culture.
- ✓ Discuss reciprocal expectations about the employment relationship between manager and employee.
- ✓ Facilitate communication with key people integral to their success.
- ✓ Reinforce a sense of purpose—significance of new role, stories of persistence, and learning from mistakes.
- ✓ Provide feedback channels in both directions.
- ✓ Foster autonomy.
- ✓ Model what good processes look like.
- ✓ Give them the tools and resources to succeed.
- ✓ Act as a coach to provide emotional support and to set clear professional goals.

Traits

Shared with

Millennials

Unrealistic expectations

Low tolerance for ambiguity

Want checklists (what to do/not do)

Seek mentoring/guidance

Want to make a difference

Conflict avoidant (in person)

Lack of respect for hierarchies

Sensitive to constructive criticism

Need explanations

Deem cheating acceptable

Gen Z

Workplace

Traits

Achievement oriented

Cautious

Prefer to work alone

Willing to learn

Fearful and anxious

Lack creativity

Value diversity

Critical of peers

Need help evaluating information

Prefer online instruction

Why the conflict between Gen Z and managers? Expectations.

	TRADITIONAL MANAGEMENT APPROACH	GEN Z EXPECTATIONS
Leadership	Authoritative and decisive	Democratic with active involvement of subordinates
Communication	Structured through a chain of command	Free flow of information and open lines of communication
Work Flow	Assign tasks and assess performance	Discuss, coach, and provide checklists
Assignments	Work up hierarchy from lower- to higher-level assignments	Take on interesting assignments immediately

< More Online

Read Holly Schroth’s paper on successfully managing Gen Z in the spring issue of *California Management Review*: cmr.berkeley.edu.



NATION BUILDING

Matthew Wadhvani, 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 Wadhvani, 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: Wadhvani 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.

Wadhvani 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 Wadhvani 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 Wadhvani, 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 Wadhvani 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.

DO NATIVE AMERICANS PAY TAXES?

While tribes are sovereign entities—essentially independent nations—and don't pay federal taxes, tribal members must pay taxes on any income they don't derive from government benefits (such as general welfare payments or income generated from treaty rights like fishing). So a monthly disbursement given to a tribal member derived from gaming, say, is federally taxable. Tribal employees must also pay all standard payroll taxes.

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Berkeley HAAS



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

Wadhvani'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 Wadhvani'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 Wadhvani 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 Wadhvani'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 Wadhvani 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," Wadhvani 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 Wadhvani.) How can the new casino best implement sports betting? (Ask Matt!)

As the Tribe's main source of revenue, casinos are something Wadhvani 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.

Tribal Chairman David Bean says Wadhvani 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 projections for how developing a new casino will impact our income-generation capabilities." The new casino is slated to open in December. Wadhvani 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 over the past 30 years. Growing up 15 minutes from the reservation, Wadhvani remembers the Tribe being financially strapped then seeing the windfall—and challenges—that gaming brought when introduced in the 1990s.

The tribal government overspent and failed to create a long-term investment plan; numerous outside consultants took advantage of them.

A rare view of the typically private Council Chambers, where the seven-person Tribal Council, led by Tribal Chairman David Bean (left) meets to set policy. Wadhvani (right) frequently appears in front of the Council to offer financial recommendations, which the Council can choose to accept or not. "I may be educated and know the finance," Wadhvani says, "but they know the culture, they know the history, they know the people better than I do, and I respect and honor that."

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“The Tribe has been status quo for a while, so I get to make changes that are impactful and meaningful.”



THE PATH HOME

Such instability is perhaps one reason why Wadhvani's career goal 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, Wadhvani helped create a 10-year strategic plan to address the Tribe's multimillion dollar financial deficit and suggested ways to improve fiscal 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. Wadhvani speaks at the camp every summer.

Wadhvani's mentor, Chad Wright, one of the only other tribal members with an MBA (from Stanford) encouraged Wadhvani to attend graduate school—and to work in corporate America—

to broaden his perspective. Says Wadhvani: “The Tribe doesn't have the luxury of training members, so it's important for people to go outside and get that expertise.” Wadhvani earned his Haas degree then worked at Mattel for two years before coming home in 2015 to his current job with the Tribe.

Wright says Wadhvani is a good role model for the community. “There's sometimes a sense of entitlement that comes with being a family business,” Wright says. “Matt has shown commitment and earned his role, which is going to help elevate the expectations of others.”

Chairman Bean lauds Wadhvani'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, Wadhvani 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 Wadhvani's persistence propelled him forward and helped him get buy-in. It's a determination he brings to all of his work, Wright says.

THE PRICE IS RIGHT

The Puyallup Tribe recently opened two cannabis stores, but in Washington's saturated market, they were having trouble covering payroll costs. The stores needed a solution. Fast. So they turned to Wadhvani. He crafted a new pricing strategy using supply and demand lessons gleaned from Teck Ho's pricing class at Haas.

Washington state law says that cannabis stores can't charge less than cost plus tax, which is 45%. Most cannabis stores pay that tax directly to the state. Wadhvani's tribe has to charge the same tax, but all that revenue goes directly to the Tribe.

“I thought, ‘why don't we just out-price everybody?’” Wadhvani says. “The store makes zero money, but we'll get some \$10 million a year in taxes back to the Tribe.”

That didn't please competitors, who tried forming a conglomerate to encourage suppliers to boycott the Tribe based on their pricing cannabis at cost. Wadhvani understands their frustration, and it's one of the balancing acts the Tribe constantly negotiates: being a good neighbor to the surrounding towns while also benefiting from their sovereign-nation status. “But at the end of the day, our market share is getting so big that the suppliers can't turn us down,” Wadhvani says.

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,” Wadhvani says. “We've seen teenagers and 18-year-olds not incentivized to go to school.”

Wadhvani himself never earned such a check since the Tribe didn't own a casino when he turned 18. Wadhvani, 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, Wadhvani is working to create a trust with new terms, spreading out payments from ages 18 to 25 and requiring a high school education or equivalent. He also received Council approval to invest with Goldman Sachs versus U.S. treasuries, a move that could eventually double the payout.

Wadhvani isn't sure that's a good thing, giving youths more money, but he's always mindful that the financial decisions he recommends impact the Tribe's future. And helping secure the Puyallups' longevity is a joy for Wadhvani. “One of the great things about working for the Tribe,” he says, “is you get to see tangible benefits going to the people.”

Chairman Bean says Wadhvani's work is crucial. “Matt is changing lives and saving lives,” he says. “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.” HAAS

Wadhvani and Chairman Bean in one of the Tribe's cannabis stores. Wadhvani (left) advised Marquise Henry (right) on his education and on his financial options for his trust check, then hired him as a manager in the store. Wadhvani frequently meets with tribal youth to encourage fiscal responsibility and a path to college.

"Seeing more URM's 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 GIRARD & 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 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 32% 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



"My view is that Prop 209 is a crutch. The school failed to live by two of its Defining Principles: questioning the status quo and going beyond yourself."

MONICA STEVENS, MBA 96, FOUNDER, HAAS ALUMNI DIVERSITY COUNCIL

"My hope is to move diversity, equity, and inclusion discussions into the core curriculum."

JENNIFER R. COHEN, LECTURER



"Students want to know how to consider diversity when hiring, or how to manage a team, or are thinking about issues of fair financing."

DREW JACOBY-SENGHOR, ASSISTANT PROFESSOR



"Business schools, including Haas, have not had enough success in growing the pipeline of URM applicants."

PETER JOHNSON, ASSISTANT DEAN FOR FULL-TIME MBA PROGRAM AND ADMISSIONS

* Consistent with UC reporting guidelines



"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



"It's gratifying to see that our efforts are starting to take shape. And we'll keep working until we get it right."

DEAN ANN HARRISON

"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



"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

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.

"These students uprooted their lives to come here," says Marco Lindsey, the former chief of staff to Lyons, who is moving into a new DEI-focused role at Haas. "They trusted us and they feel like they were given the impression that this is a place where diversity and inclusion thrive. Then, students got here and they were shocked at the demographics."

Critics say the school should have done more to navigate around the state law. "My view is that Prop. 209 is a crutch and the school failed to live by two of its Defining Principles: questioning the status quo and going beyond yourself," says Monica Stevens, MBA 96, a senior VP for Wells Fargo Merchant Services who recruited at Haas for many years and who founded the Haas Alumni Diversity Council in 2012. "The minority applicant pool was small because people didn't feel welcome. It was a failure on many levels, from the top all the way down."

Senior Assistant Dean Chandler says the leadership team failed to react quickly or urgently enough to address the drop in African American student enrollment, instead looking at the problem through an 'academic lens.' "We saw year-to-year variation when we should have seen a crisis," she says. "We weren't pushing enough to see what could change."

Mobilization of magnitude

What followed the 2018 outcry was an all-hands-on-deck response from Haas.

Eight administrators convened at least two hours every day for a month, meeting with students, faculty, and staff to craft the DEI Action Plan (see sidebar at right). Chandler provided monthly public updates. "Mobilization of this magnitude hadn't happened before at Haas in my experience," she says.

Student leaders Tam Emerson and Matt Hines, MBA 19s, are two of several students of color whose recommendations informed the action plan. The pair met with Chandler weekly during the spring semester to discuss progress. Students also amped up recruitment efforts to let the incoming class know they're welcome at Haas, engaging in more targeted conversations with URM prospective students and hosting extra webinars and happy hours.

In addition, Emerson urged the action plan committee to view the issue holistically. "We need to talk more about...what it looks like to make experiences more equitable for all marginalized

people," Emerson says. And inclusion—feeling represented, welcomed, and supported throughout Haas and the larger Berkeley community—is just as important.

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. Érida 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 multiethnic 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 URM students, 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 hire 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.

THE DEI ACTION PLAN

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

Chief DEI Officer hired

Director of diversity admissions hired

Scholarships boosted 63% for 2019 incoming class

Scholarship offers now accompany acceptance letters when possible

Optional socioeconomic questions added to application give a fuller picture of an applicant

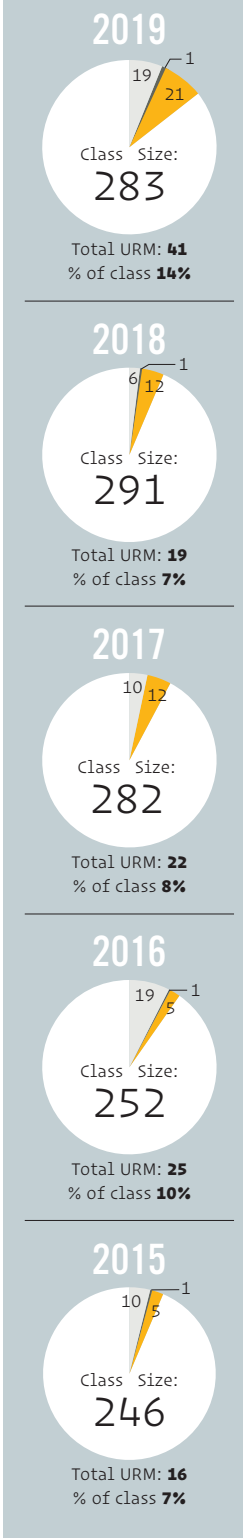
\$1M devoted for DEI staffing

Increased funding for diversity initiatives across programs

More representative hiring committees

TAM EMERSON PHOTO: NEBB CHAPPELL

Enrolled underrepresented minority students in entering class.



African American
Native American
Latinx

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 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," he says.

A new 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 this fall—and perhaps a new chapter in the Haas diversity story. Where it all leads is yet to be written, 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 looking for leaders who are 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.

New 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 URM students 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 vocal 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, what other initiatives can be pushed in the DEI space?" **HAAS**

BEING BLACK AT BERKELEY HAAS

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, he's smart and I like him, has called me by the *other* black girls' name. She's a close friend of mine, but she is not me. I know he doesn't notice because when I nervously approach him after class and explain to him what happened, he looks distressed. I briefly wonder if I shouldn't have said anything, if I'm being too sensitive or overreacting or putting a "racial lens" on something when it doesn't need to have one.

Under different circumstances, I may have just brushed it off. People mix up names all the time. But I feel the need to say something because we have just had a deep Haas-wide discussion on this very topic. It happened with another student whom I care deeply about, and he was brave enough to speak up. It's not the action as much as it is the feeling of discomfort that has to be addressed lest it become resentment or hate or worse. My professor is apologetic and upset, embarrassed and empathetic. He is considerate of what I'm feeling but doesn't say, *I understand. I know*. I appreciate that he doesn't put words in my mouth. Later that night, he writes me an email. It is kind, thoughtful.

Most of the people that I know at Haas are just that—kind and thoughtful. Being black at Berkeley Haas meant that I was surrounded by many students and faculty who were aware or wanted to become more aware. They took classes and even created classes; classes like Dialogues on Race. They were and are true allies, and I hoped to earn my title as ally from them and have their backs. What a beautiful community I found, starting with The Consortium and my incredible co-liaisons. I also built strong friendships and relationships from being a leadership communications graduate student instructor, a rep for my cohort, and participating in the International Business Development program with a fantastic team. But sometimes, even that didn't feel like enough.

One day in class, we watch a video about the civil rights movement. There is, of course, violence: hoses, beatings, lynching, death. Lives are changed and lineages destroyed. I soon realize that I'm the only one crying. *The only one*. Perhaps coincidentally I'm also the only black person in the class. Others are considerate and caring. My friends hug me and classmates and my professor check in on me 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 ago, that they weren't connected to. Which made me feel like maybe they weren't connected to me.

Haas is diverse. We have 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 exist, but did we check to see 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 in diverse Atlanta. Or in my first job after 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 reminded that despite being integral to this country, you don't exactly belong. To be the first in your household, your generation, maybe even your extended family to attend a place like this and be heaped with praise by how much you're able to "overcome" and how you must be special and smart. All the while, you know at least 10 other people just as smart as you and even more hardworking who just couldn't afford your undergraduate institution or the test prep or to take time off of work to come to a place like Berkeley. You don't feel special—you feel lucky, considering that if your mom had not moved to a city with better schools, perhaps you would be another person with "lost potential."

Being black means being surrounded by people who don't think about race every day and marveling at that. Marveling that they don't talk about the injustices of a society that has already nearly forgotten its past and keeps repeating it with a fresh set of faces. It's sitting on a panel, leading a small group discussion, or even writing an article—about being black at Berkeley Haas. 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. You have to keep

"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."



reminding people that you do not carry the perspective of everyone who happens to have your same skin color. You are an individual; sometimes you want to be treated that way.

Then, when you write the article, you decide to tone it down so that readers will take you seriously and not dismiss you as an angry black woman when you decided to try vulnerability. And still you fear the reaction.

EDITORS' NOTE: Bree Jenkins, MBA 19, is the founding head of operations of Hayward Collegiate Charter School, a new elementary school in Hayward, Calif. She was the full-time MBA student speaker at Commencement in May and one of 10 black students in her class. *Berkeley Haas* invited her to share her thoughts on being an underrepresented minority student at Haas.

(From left) **Gathering for newly admitted students** Aleksey Igoshin, MBA 14; Alexander Turbanov, MBA 18; Eugenia Zanina, 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 Xue, MBA 06.



(From left) **Meet the Dean event Seattle:** Chapter President Kalyan Pentapalli, MBA 18, and Gaurav Doshi, MBA 18. Dean Ann Harrison and Krista Dalton, BCEMBA 04. **Meet the Dean Event NYC:** Olaseni Bello and Alex Russomagno, MBA 21s



UC UK Charity Gala: UC alumni from all over Europe and California raised almost \$34,000 for study abroad scholarships at this black-tie event. Center photo: Richard Simmons, MBA 72, the director of BPP University, was one of the evening's speakers.



(From left) **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.



SHARE

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ALUMNI NEWS

The Big Question:

How have you questioned the status quo at work and what was the result?

UNDERGRADUATE

1941

Irvin Sternberg, of Fort Smith, Arkansas, wrote in to say, “I was very fortunate to attend my granddaughter Jennifer Sternberg’s graduation from Cal in May 2011, exactly 70 years after I had graduated from there. Jennifer is now in her 3rd year of OB/GYN residency in the USC-L.A. County hospital program.

1948



Ivan Houston, of Los

Angeles, announces, “I have written a book, *Black Warriors: The Buffalo Soldiers of World War II*. I served as an infantryman in 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 Italians 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 Lucca, Italy, this summer. Lucca was liberated by my regiment on Sept. 5, 1944. I’m almost finished with my second book, which discusses my return trips to Italy and my wonderful receptions.

“I retired in 1990 as the chair and CEO of Golden State Mutual Life

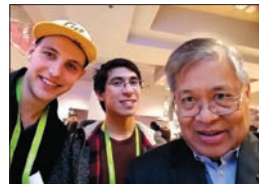
Insurance Company. The company was the largest black-owned company in the Western U.S. at that time. I also served as a director of 1st Interstate Bank, now Wells Fargo; Pacific Telesis Group, now AT&T; Kaiser Aluminum and Chemical Corporation; and Metromedia. I was chairman of the Los Angeles Urban League and president of the City of Los Angeles Human Relations Commission.”

1966

Herman “Buzz” Boschken, See MBA 1968.

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

1969



Daniel Asera, professor-in-residence at University of Nevada, Las Vegas, was awarded the 2019 Campus Life Achievement Award for Excellence in Academic Impact in recognition of his contributions to faculty and student interaction. As professor-in-residence, Asera helps improve communication between faculty and students in UNLV residence halls. He also directs the STEM Summer Program for the Howard Hughes College of Engineering. Asera leads Haas and Cal alumni chapters in Las Vegas and is currently planning the Class of 1969’s 50th Reunion gathering during Homecoming in October.

1977

Craig Sussman, of Los Angeles, is looking for help within the advertising community. He writes, “I’m the executive director of an established TV/media company in the process of launching an English language TV channel (Popstar!



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

Andrew Shapiro, of Mill Valley, Calif., was recently elected chair and president of the Mill Valley Library Foundation, where he has served in board leadership roles for six years. Andrew’s activist investment management firm, Lawndale Capital Management, recently celebrated its 26th anniversary. He continues to regularly speak at national conferences and director education programs on corporate governance and activist investing topics. He just completed a multi-year tenure as chairman of the

TV) with China’s public broadcaster CCTV and sister digital company CN Live (with a current installed base of more than 250 million users). “Looking to connect with someone at an ad agency/media buying who might be interested in having clients advertise in conjunction with our launch. We control all direct and sponsored advertising.” Contact him at cs@ati.la or craig.sussman@gmail.com.

1979



Kendall Callas, of San Francisco, celebrates the completion of his new book: *101 Time Tactics, Productivity Tips to Maximize Your Minutes*. See the Top 10 or browse the PDF at www.101TimeTactics.com. He adds: “It turned into a franchise: 101TravelTactics is nearly done; 101TechTactics is next, then 101MoneyTactics, 101LifeTactics. I’ll probably stop with 101SeniorTactics!” If you know a good agent or publisher, email: TimeTactics@microCounsel.com.

1981

Paul Chandler, See MBA 1989.

1983

Steve Peletz, See MBA 99.

encompasses high-touch interactive activities, an esports venue, free-roam VR, mixed-reality games, STEAM education classrooms, a sport/tech innovation lab, and art and music. Through its architecture, lighting, video, and projection mapping, MoFS visitors are transported into a completely immersive vision of the future of sports and entertainment—a new attraction for family adventures, STEAM education, evening entertainment, professional sports, and culture. MoFS is a registered 501(c)(3) corporation committed to providing STEAM education and tech literacy to everyone.

The Answer:

“I founded a chocolate company and consult and sell machines to help 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

Official Equity Committee in the Premier Exhibitions/RMS Titanic bankruptcy cases.

1985

Douglas Burnet, of San Francisco, is the founder and chair of the Museum of Future Sports (MoFS), which opened June 1. MoFS—an interactive destination for technology, entertainment, sports, and culture—is a vibrant new member of the San Francisco cultural community engaging the hearts and minds of neighbors and visitors alike. MoFS

David Inchausti, of Alamo, Calif., was named corporate vice president and comptroller of Chevron Corporation (CVX). Inchausti will lead Chevron’s accounting, financial reporting and analysis, internal controls, and finance shared services organizations. He previously served as Chevron’s deputy comptroller. Inchausti joined Chevron in 1988 and has held numerous operational and corporate finance positions worldwide, including a stint as comptroller for Chevron’s Upstream organization and finance positions of increasing

responsibility in Upstream operations in Kazakhstan, Thailand, Venezuela, Angola, and Indonesia.

1986

Kim Carter Crossley, of Palo Alto, Calif., writes, “I am continuing to build my real estate practice and am reaching out to my Cal family to grow my business. If you have or know of someone with a real estate need, I would love to connect. Please call or text me at 650-208-5516. Go Bears!”



M. Bruce Robinson, of Shanghai, China, updates: “Since graduation, I have had a few different careers, including in investment banking in the 1990s (with Salomon Brothers, Citigroup; NYC, and Banc of America Securities; Boston and Palo Alto); private equity from 2005 to 2012 (with Avenue Capital Group; Shanghai); and most recently as an executive coach, entrepreneur and returning to investment banking with a boutique firm, Stout Bluepeak 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 meet up with [former] Dean Lyons, who visited Shanghai almost annually, and most recently with Chancellor Christ, during her November 2018 trip. I applaud both of them for reaching out to alumni globally and representing our great university in Asia during this critical time in its development. Please let me know if your travels bring you to Shanghai.

“On the home front, Tess 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 life 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 attend Pomona College, Stanford, and Santa Clara. (Yes, I am disappointed none of them wanted to attend Cal.)”

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 ecosystem since 2007, and Advanced Communities helps deliver consumer-grade customer experiences to external and internal customers.

“When not working, I am busy chasing after my four children. My eldest, Fiona, is off to Marin Catholic High School in the fall. My family headed to Pinecrest again in July for our annual trek to the Lair of the Bear, run by the Cal Alumni Association. If you haven’t been, it is a great family camp experience for kids and adults alike! Go Bears!”

Chris Rhoades, of Falmouth, Me., purchased the 14-story Time and Temperature Building in Portland, Maine, which will be converted to a high-end boutique hotel with a new parking garage and 23-story residential tower on site. “Portland has become one of the best foodie and microbrewery cities in the U.S.,” he notes. “Come visit and say hello. Go Bears!”

1989

Tania Anici Kelley is a 2019 North Bay Women in Business Award winner. She is senior vice president

The Robinson Family: Tess, Oliver, Miles, Spencer, and Bruce, BS 86

**UNDERGRADUATES
CONTINUED**

and head of marketing at Novato-based Hennessy Funds, which serves more than 300,000 investors nationwide.

1991

Fred Ong, of Los Altos, Calif., muses, “Having just watched my older daughter, Megan, go through the college application process, it

Nirukshi (Anosha) Subasinghe writes: “Sri Lanka, my current home, is gradually recovering from the horrific tragedy on Easter Sunday. We are getting back to our lives slowly. The hotels are just opening up for business after installing new security measures. Sri Lanka was 2019 Lonely Planet’s number one country to visit, so we are devastated that the terror attack also took away the momentum

member of the board at HelpAge Sri Lanka, the foremost NGO assisting the disadvantaged elderly in Sri Lanka. And I hope to join a choir soon to reactivate my vocal chords, which were last used properly as a part of Tuck’s a cappella group ‘Executones’ at Dartmouth eons ago! Hoping for peace and prosperity in Sri Lanka, I bid you goodbye and best wishes!”

1999

Mimi Leung announces: “I am now living in Hong Kong. After graduation, I worked in a few different roles, including in a startup, being a consultant, and then settled at Oracle HQ in product management. After I moved to Hong Kong, I started to work in banking, including at HSBC and Citi for more than 10 years. Recently I left the banking job and started a business on my own in global franchising. I am excited about the time, freedom, and joy about my own business. Berkeley and Haas have been always on my mind, and I am planning to come visit in the fall. Look forward to seeing you if you are around.”

2005

Anuj Saigal, of San Francisco, has teamed up with two fellow Berkeley alums from 2005 to launch HiGeorge, a San Francisco-based civic technology startup that is working to make our representative democracy more transparent, efficient, and accountable. It enables constituents to message their representatives in seconds and can be accessed through websites such as Facebook and Twitter. After verifying the citizen, it turns these messages into constituent sentiment analytics that are easily digestible and actionable for representatives. The product launched this summer.

2000



Claudia (Gallegos) Cazares, of Fresno, Calif., reports, “In November 2016, after an arduous campaign, I was elected to the Fresno Unified School District Board of Trustees. The district is the fourth largest in California, with a budget of over a billion dollars, serving children from some of the poorest neighborhoods in America. Additionally, after five years away from the government sector, I returned to work for the

2006



Tasha Salveron, of Los Angeles, announces, “I earned my JD and work as a federal law clerk. I’m very happy with my decision to go to law school. Money cannot buy the learning and growth I experienced, the

public good at the City of Clovis.”

Will Edmonson, of West Hollywood, Calif., writes, “I continue to practice law, primarily handling litigation matters for individuals and small and mid-sized businesses. Before starting my own firm, I was a partner at Doll, Amir & Eley LLP and an associate at Gibson, Dunn & Crutcher LLP. Previously, I served as a law clerk in the federal district court and the federal appeals court. I offer big law firm experience and talent at affordable rates. Please feel free to contact me at 424-248-9581 or will@whelawfirm.com if I can help you with anything.”

values I explored and developed, and the record I established as the first American lawyer in my ancestral history.

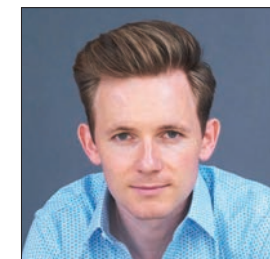
“I got a new beagle named Lucian Lambchop, which is basically like having a baby because he demands food, water, and cuddles, cries, plays, and makes a mess.”

2009

Nikhil Arora reports that organic food and gardening company Back to the Roots, which he co-founded with **Alejandro Velez**, raised \$3 million in a Series C financing round. Back to the Roots will use the capital to launch more than a dozen new products this year, including the first-ever hemp growing kit, which debuted in April. The company will also start new partnerships with retailers including Walmart, Bed Bath & Beyond, Bloomingdale’s, Petco, and Costco. Back to the Roots also made *Fast Company*’s 2019 World’s Most Innovative Companies list in the social good category.

Kara Jancourtz, of New York City, moved back to the U.S. after two-and-a-half years working abroad in London with Google. “After six years in digital ad sales,” she writes, “I took a short-term assignment with Google for Startups, working with local entrepreneurs to catalyze the ecosystem. The experience of managing a diverse community allowed me to pivot into a full-time role in Google’s Geo department managing online help forums.”

2011



Aron Schindler, of Bangkok, Thailand,

reports, “I’ve started a fashion venture to bring made-to-measure button-downs to the casual wardrobe. Our mission is to make ‘shirts for men not afraid to be bold,’ bringing perfect fit, unique fabrics, and premium quality to the casual shirts we guys probably wear most nowadays (the age of the suit is definitely over). Check out our curated collection of shirts at www.fridayshirtclub.com. I’ve moved back to Bangkok to oversee production. It’s my second stint in Thailand, and it’s been a lot of fun! Do reach out if you find yourself in town.”



Shazia Virji, of Millbrae, Calif., writes, “Thanks to the growth opportunities Berkeley Haas has given me, I am thrilled to say I was promoted to VP of business development at Credit Sesame, a fintech company leading the personal credit management revolution. Haas helped me get a long way since I decided a career in finance was for me—at age 7, when I boldly stated I was saving money to purchase an NBA team. (It’s a dream that I still plan to realize!) I was proud to serve as president of the San Francisco chapter of the Berkeley Haas Alumni Network. In July 2019, I took my alumni involvement a step further in my new role as the vice chair of the Berkeley Haas Alumni Council. Our team will strategize opportunities to deepen alumni engagement and expand the global alumni network that has already helped so many people like me succeed. Meanwhile, I continue to be a proud ambassador and mentor for Dress for Success, an organization that provides support for women

The Answer:
“As a career activist investor, I’ve helped block several ‘takeunder’ management buyouts and forced higher auction prices to be paid to all shareholders.”

—ANDREW SHAPIRO, BS 83
PRESIDENT & PORTFOLIO MANAGER, LAWDALE CAPITAL MANAGEMENT

wishing to become financially independent. You will certainly be able to find me at Golden State Warriors games, proudly waving my season tickets and cheering on the best team in the NBA!”



Amy L. Young, of London, U.K., announces, “My husband, Jonathan, and I welcomed our first baby, Elowen Clare, in January. From her father, she inherits the habit of sleeping and waking at all the wrong times. From her mother, she inherits a petite frame that belies an impressive set of lungs. To everyone’s surprise, she was born with two teeth!”

2012

Nick Anastasiades reports, “2ndKitchen, founded by myself and **Jonathan Elon**, raised a funding round of \$1.35 million to pair businesses that don’t have kitchens with nearby restaurants that want to outsource theirs.”

2014

David Kant, of Lafayette, Calif., writes, “I’ve been with my present

company for 8.5 years now (promoted three times since my time at Cal). Our company continues to grow and is hiring and would love to bring on Haas alumni to our team. Please email: davidk@reactionsearchinternational.com.

“At the end of May I took a dream vacation to Greece (Athens, Mykonos, Santorini) and Italy (Amalfi Coast, Pompeii, Capri, and Rome).”

Clement Kao, of San Francisco, notes, “I’m a product manager at Blend, a fintech startup digitizing the consumer lending ecosystem. I just kicked off an integrations initiative, which has been absolutely exciting!”

“Outside of Blend, I’m leading a community of passionate product people at Product Manager HQ (productmanagerhq.com), where I’ve written more than 50 articles on product management and personally mentored both aspiring and experienced product managers. I love giving back to the community: If you’re interested in product management or fintech, let me know how I can help!” Contact Clement at clementkao1@gmail.com or via LinkedIn.

2015

Aleksa Saponjic, water polo Olympic bronze medalist, returned home to Serbia after graduating from Berkeley to be close to his family and



NEW ROLE

Former Dean **Rich Lyons**, BS 82, was appointed UC Berkeley’s first chief innovation and entrepreneurship officer to develop activities benefitting students, faculty, staff, and startups.

Learn more: haas.org/lyons-cieo

The Answer:

“I challenged my role as an essential business advisor by showcasing all our expertise and specialties to our clients. They now seek us out with any business problems or opportunities.”

—KINMAN TONG, BS 03
PARTNER, MOSS ADAMS LLP

reminded me of how much easier my generation had it during our application process. Today, students study and work hard hoping to be accepted into their top-choice universities; however, many are not. This is just the reality and can be very discouraging for these hard-working students. Riza and I have told both of our daughters they can pursue studies and careers of their choice, and in return we ask that they try their best toward that goal. I’ve also come to realize my own accomplishments are becoming less important at this phase of my life. It’s time for the new generation to take the stage.

“Megan will attend college this fall, and I know she’ll do great because she’s pursuing her passion and interest. Fight on Roski! It’ll be Marina’s turn to take the stage three years from now. I’ll be rooting for her just as much then.”

of the tourism industry. But we are hopeful that, in time to come, the country will recover to its former glory of being a ‘paradise isle’ for tourists who adore the Sri Lankan hospitality.

“On a lighter note, I’m proud to state that my son will attend Cal in the fall and major in economics. So I am very excited to finally be a Berkeley mum—a dream come true!

“My work in the field of agriculture has its fair share of challenges—for example, due to climate change or government policies—but I look forward to better times with enhanced technological improvements and different strategies. I enjoy my volunteer work in Zonta International as a district chair for the Z Club and Golden Z Clubs for District 25, where I work with youth on various projects to empower women through service and advocacy. I have also been a long-standing

**UNDERGRADUATES
CONTINUED**

help make a difference for his home country. He first worked with PricewaterhouseCoopers, then switched to McKinsey in Belgrade, where he is a business analyst. In his short time at McKinsey, he has undertaken a number of influential initiatives, including facilitating a high-profile telco workshop that led to substantial impact for

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
FOUNDER, FRIDAY SHIRT CLUB

the client. Aleksa, who grew up in Serbia and played professional water polo there, attended Berkeley on a full scholarship on the Cal men’s water polo team alongside his brother.

2016



Grace Chen, of Fremont, Calif., reports, “After spending a little over a year in Sydney, Australia, (best place ever) doing hardware retail marketing at Google Australia, I’ve just moved back to the Bay Area with a new role as a product/brand marketing manager on the Google Doodles

team! Eager with anticipation about what God has in store. I’m enjoying walking around Shoreline Lake with my boyfriend, whom I met long-distance while living in Australia, him in Orange County. We both recently moved to the Bay.”

Alicia Wang, of New York City, updates, “After Haas, I moved from the West to the East Coast to begin my journey as a consultant. After navigating my way to really focus on digital strategy and product management, I have transitioned into becoming a product manager for a high-growth startup, Plaid. The fact that one in four people with a U.S. bank account have used Plaid to connect to their favorite financial services applications shows the scale we have, as well as the impact we can have to empower fintech innovators.”

2019

Johnny Hooper made the men’s senior national water polo team and will represent the U.S. at the Olympics in Tokyo in 2020. Hooper ranks #2 on Cal’s all-time top scorers list, with 245 career goals.

MBA

1960

Chen Wang, writes, “I need an entrepreneurial Haas alum to expand my very successful land banking business. Please reach me at cwang@acecapitalgroup.com to explore this opportunity!”

1968



Herman “Buzz” Boschken, of Davis, Calif., writes: “Five years into emeritus professor status, I remain very active in my professional

research and publishing activities. In February, a completely revised version of my 25-year-old case on Vail Resorts, Inc., was republished for the third time—this time in McGraw-Hill’s leading textbook in strategic management. For the past two years my quantitative research has delved into why ‘global cities’ have more socioeconomic inequality than metropolitan areas less directly connected to globalization. A conference paper on the subject is currently under way, and I’m contemplating a journal article in the near future. I also continue my work as an appointed member of the Davis Planning Commission.

“My wife, **Irene, BS 66**, and I celebrated the first wedding of a grandchild (we have seven) in Florida on April 27. It was a grand occasion with a reception at a blueberry farm and hours of line dancing. We also found time for visits to Epcot and the Kennedy Space Center. In June, we headed to Italy with family and friends to celebrate our 75th birthdays, which are 12 days apart.”

1972

Richard Simmons, the executive chairman at BPP Education Group and director of BPP University for Professional Studies, spoke at the fourth annual UC Alumni UK Charity Gala in London in March. The event, developed by the UC Alumni UK Board, supports scholarships for low-income University of California students to study abroad in the United Kingdom.

1975

45th Reunion
APRIL 24–26, 2020

1976

Joe Garrett, of Berkeley, Calif., was re-elected to the board of directors of Pacific Premier Bank, an \$11 billion Southern California bank. He was

previously CEO and president of Sequoia National Bank in San Francisco.

1980

40th Reunion
APRIL 24–26, 2020



Michaela Rodeno, of Napa, Calif., writes, “Since we recently replanted our vineyard to cabernet sauvignon, it was fortuitous that the Oakville Winegrowers Association decided on Bordeaux for its 2019 ‘tech exchange’ visit. Gregory and I spent four intense days with fellow growers and winery owners in academic lectures on terroir and soil science, followed by site visits to Châteaux Latour, Lafite Rothschild, Smith Haut Lafitte, Soutard, Fourtet, and La Fleur-Pétrus (welcomed at the latter by owner Christian Moueix, who also owns Dominus in Oakville). And a tonnellerie where the stars were two small, young women apprentices banging on barrel hoops and winning national prizes. The soil pits at Latour and Lafite were particularly interesting, and the wines...well. We came home with our heads full of things to think about for Napa Valley.”

1981



Victoria Wray-Greening, of Genoa, Nev., writes, “1981, ooh, that was a long time ago! Retired in 1986 when my first child was born. Jack ‘Jay’ (my husband) and I

relocated to northern Nevada a couple of years ago. We’re downhill from Lake Tahoe and only 22 minutes from Heavenly Valley ski area! We have three adult children, who live all over the place. I travel to Washington, D.C., often to visit our daughter, a lawyer there. One son lives in Portland, works for Smith Optics, and the other son lives in S.F., works for MesoSphere. I look back with fondness on my time at Haas and the wonderful people I met there. Go Bears! (except on Big Game Day: ‘Fear the Tree!’ heh, heh!).”

1982



Marshall Leisten, of San Mateo, Calif., updates, “After working at a number of companies in the enterprise software space, most notably at Oracle for about 15 years, and a number of various stage startups, I have decided recently to become a mentor/advisor to venture-seeded startups. This role allows me to advise CEOs on go-to-market strategies regarding business development, sales, and partnerships as they strive for traction in the market and a next round of funding. I have the opportunity to share my knowledge and wisdom in a critical way and help set the direction of the company for greater success and more quickly.

“I am currently working with a company that is trying to build and market an application like Customer Relationship Management (CRM) did for sales, support, and marketing people—but for coders. Also I recently joined the UC Berkeley SkyDeck program looking for another startup to advise in my area of expertise.”

1984



Deary Duffie, of San Francisco, reports, “I retired in May 2018 after 30 years of HR executive work at HP, Levi’s, Charles Schwab, and Roche/Genentech. I’m in the process of writing a book on my experiences as an African-American executive in the corporate world.

“My partner, Daniel, and I have a place in a small Tuscan beach town named Castiglioncello. We spend three to four months a year there and traveling in Europe. I continue to improve my understanding of the Italian language and culture. Sorry to have missed the recent alumni reunion because of our current stay.”

1985

35th Reunion
APRIL 24–26, 2020

Karl Hartmann, of Eastham, Mass., co-authored *Investment Management Regulation: An Introduction to Principles and Practice* with Carolina Academic Press—“the first new casebook in the field in 30 years,” he writes. The new title “provides law students and others with a fine overview of the legal and regulatory environment of investment advisers and funds of various types. The book comes out of my work teaching at Suffolk Law School as an adjunct. I also teach a class on startups there. Both classes are based on my work experience over the past 40 years—and my work as founder and publisher of 40Act.com.

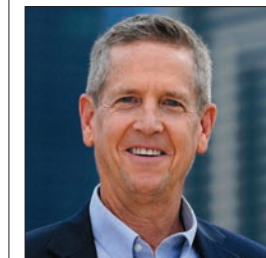
“After my wife’s sale of her acupuncture practice, we moved to Cape Cod. I continue to

The Answer:

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

—MARIANNE O, MBA 94
PARTNER AND PORTFOLIO MANAGER,
LUMEN ADVISORS, LLC

teach, write, and serve on boards of ETFs and mutual funds. I’m also active in town environmental issues and community organizing.”



Michael Watt, of Austin, Texas, became senior vice president of U.S. sales for Impero Software to lead the company’s U.S. headquarters in Austin. Impero Software’s flagship product, Impero Education Pro, provides schools with a portfolio of services: Impero EdTeach for classroom management, Impero EdProtect for student safety, and Impero EdAdmin for network management.

1988



Ralph Garcia, Jr., of San Mateo, Calif., reports, “My wife, Jean,

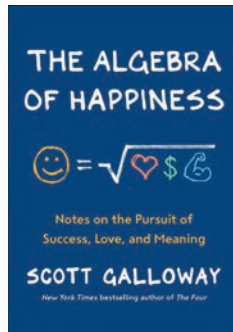
MA 90 (history of art), and I had the chance to ski in Zermatt, Switzerland, in March. The Matterhorn truly is an ‘E-ticket’ ride—but the superb dining experiences are the real reason to travel there. Proud that my Cal visor hat traveled with me. #eatlotsofraclette.”



Dan Maljanian, of Altadena, Calif., has embarked upon his third startup since graduating from Berkeley with a JD/MBA, the Homeschool Community Foundation, which will provide grant funding to homeschooling nonprofits nationwide. The \$100 million endowment goal will be funded primarily by foundations and companies that support homeschooling. His wife, Patrice, has home-schooled their three children from birth through high school. This fall Adriana will be a junior at Hillsdale College, Aram will be a freshman at University of Wyoming, and Avedis will start high school with Patrice. The two prior startups were his bakery and cafe in 1997

Patrice, Aram, Adriana, Avedis, and Dan Maljanian, JD/MBA 88

LET'S BE FRANK



Brash, funny, and provocative, this unconventional advice book offers frank insight and hard-won wisdom about life's challenges and our need for both professional success and personal fulfillment.

Scott Galloway, MBA 92
Marketing professor, NYU STERN SCHOOL OF BUSINESS

MBAs CONTINUED

and an international nonprofit in 1993 to support Armenia's emergence from the Soviet Union. This summer, Dan and Patrice spent two-and-a-half weeks at Oxford, Cambridge, and northern England studying C.S. Lewis and enjoying the Lake District.

1989



Ekua (Anna) Bannerman-Richter, writes, "I'm in Tokyo, enjoying the last day of my first journey ever to Japan. I came to visit fellow Berkeley Haas alum **Rie Ota**, a dear friend. Rie and her hubby visited me some years ago in Ghana, where I've been living for the last 20 years or so. Playing tour guide to them motivated me to explore more of my native land than I'd ever seen before, and I was eager to make a reciprocal visit to Tokyo. It's taken years, but the sights and tastes of Tokyo and Kyoto were well worth the wait. I look forward to a return trip someday.

"Rie and I managed to hook up with **Alex Pederson, MBA 12**, courtesy of **Kwadwo Adjei-Barwuah, MBA 12**. Alex is due to visit Kwadwo in Ghana in early June, and Kwadwo had planned to introduce us then, but we couldn't miss the opportunity to break bread together in Tokyo. Alex had just finished a 10-day bike trip around Japan and was looking way too energetic, if you ask me. Wonderful friendships—this is part of the enduring legacy of my time at Berkeley Haas!

"I invite all adventurous Haas mates to check

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, KIVU CONSULTING

out the 13th annual Accra International Marathon (AIM), scheduled for October 27. The scenic AIM route runs along the port city of Tema (where East meets West at the earth's zero of longitude) and ends in the capital city of Accra at the luxurious 5-star Labadi Beach Hotel, where we will celebrate your achievement in style. A run in the tropics is definitely not for everyone, but it should be no sweat (sorry, couldn't resist) for intrepid entrepreneurs like Haasies. See you around the prime meridian..."

Paul Chandler, of Lafayette, Calif., was recently named the Valuation Visionary award winner for 2019 by the Collateral Risk Network, which presents the award in recognition of the person who demonstrates leadership, innovation, professionalism and one who strives to better the industry for their peers. Paul is especially driven to push his industry to protect the public trust. Paul is the founder and CEO of Property Sciences, a national commercial and residential real estate valuation, appraisal management, and collateral due diligence services firm.

1990

30th Reunion
APRIL 24–26, 2020

Klaus Hammer, of Einsiedeln, Switzerland, announces, "More and more, HammerResults software and methodology becomes a facilitator for transformations as it continuously measures the impact of a transformation and its work streams on culture and people (www.hammerresults.com).

"Leonie Therese Hammer, born on April 29, is my wife's (Chiara) and my big happiness and challenge."

1991



Erin Fray, of Seattle, Wash., announces her marriage last September in the Seattle countryside to "an extraordinary man, Tom G. Reid." Both avid skiers, they "spend their play-hard time outside, shredding the mountains across the Far West—from Jackson Hole to Snowbird, Alta, Snow Basin, Deer Valley, Sun Valley as well as the Cascade Mountains. Their merged family now includes six adult children, plus spouses and significant others, and two beautiful grandchildren, making family gatherings rich with roasted meats, love, and laughter."

Her recent company turnaround and growth initiative is in a new role as CEO for an ultra-premium ice cream company in the Pacific Northwest, Acme Ice Cream—right up her alley for taking high-quality food companies through adolescence, she reports.

Adam Hardej, of Carmel, Calif., writes that, "BAAR Realty Advisors—family owned

and operated for over 20 years—is still going strong. My son, a Princeton 17 grad, sold his startup company and heads up new business development in commercial real estate services. Beth, BA 91 (legal studies), is our chief financial officer. Daughter Rachel Williams, Class of 21, will be interning with us this summer and also pursuing some of her own entrepreneurial ventures. Exciting times. Looking for some interns in Boston and also hiring appraiser/analysts in the Southern California market. Always growing, always learning. Write us at Orders@BAARrealtyAdvisors.com for more info. We are national, so inquire about opportunities in other markets throughout the country. Just working mostly, with occasional trips to Palm Beach Gardens, Fla., but occasionally assignments take us to other exotic real estate surroundings—like Maui! Just spent a week at our favorite world-class hotel, the Hotel Wailea, Relais & Châteaux, designated the #1 hotel in all the Hawaiian Islands. Check it out. It's awesome!"

1992

Brad Howe, of Los Angeles, acquired and relaunched his real estate investment management business as Broadshore Capital Partners, managing \$2 billion of institutional real estate investments. He adds, "My wife, Jill, and I have lived in Pacific Palisades for 20 years. First child, Mackenzie, graduated from Northwestern University in 2018. Second child, Lochryn, completed her sophomore year at Cal and will start at Haas Business School as an undergraduate in the fall. Third child is a junior at Harvard Westlake and would like to attend Cal."

Jeffrey Wallace, of Oakland, Calif., has teamed up with his Global Kinetics partner and fellow alum **Kal Deutsch, MBA 93**,



to launch an online virtual startup accelerator called Silicon Valley in Your Pocket. The core eight-module program helps global startup founders build their companies (wherever they are in the world), leveraging key tactical and practical startup strategies learned through a self-paced acceleration curriculum, coaching from accredited investors and successful founders, and a comprehensive, personalized investor readiness

capital and angel investor networks around the world to truly globalize the best practices of Silicon Valley. Jeff and Kal previously partnered as co-founders and operating CEO and president of Batchery, a Berkeley-based startup incubator, where they led the organization during its launch and scaling. Batchery has graduated over 120 startup companies through its programs. Reach out to Jeff or Kal for a special Cal student and alumni offer. He writes, "I continue to love living in the Bay Area/Silicon Valley while exploring all corners of the world in pursuit of my goal to visit and explore 100 countries. I am about halfway there and hope to continue making progress."

The Answer:

"I moved forward senior living development projects that fall well 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

assessment. Since launching the program, they have been able to support hundreds of global startup founders across the world, from Azerbaijan, India, Singapore, Korea, Brazil, Chile, Mexico, Germany, United Kingdom, and Australia, to name just a few. Today, they are significantly scaling the business by partnering with global startup accelerators, incubators, universities, and venture



Leslie (Wilson) Widmann, of Hayward, Calif., reports, "It's been an exciting year. I've joined Northwestern Mutual doing financial

planning. I really enjoy getting to know clients and am loving every minute. Meanwhile our daughter is wrapping up her first year of middle school. I've had the opportunity to get involved at her new school, and it's been so much fun joining that community."



Seiichiro Yamamoto, of Tokyo, Japan, announces, "After 20 years with AllianceBernstein (AB), a U.S.-based investment management firm, I retired. My positions included chair of the board and CEO of AB Japan and global partner at AB LLP. I also served as a director of the board at the Japan Investment Advisory Association for two terms. My wonderful business career can be attributed to the invaluable education I gained at Berkeley Haas.

"In April, I kicked off my next life pursuit: to invest in and support the next generation of entrepreneurial startups or emerging artists and athletes. I will also engage with Japanese and American educational institutions. Of course, this means I will be involved with and support Haas and the network, both to express my appreciation and to re-engage with the excellent alumni communities going forward."

1993



Kalman Deutsch, of Orinda, Calif., has teamed up with his Global Kinetics partner and fellow Haas

Seiichiro Yamamoto, MBA 92 (center), with SkyDeck Executive Director Caroline Winnett, MBA 90, and Felipe Chavez, founder and CEO of SkyDeck company Kiwibot

MBAs CONTINUED

alum **Jeff Wallace, MBA 92**, to launch an online virtual startup accelerator called Silicon Valley in Your Pocket. (See above.) Kal has taken his love of craft cocktails to co-create and co-chair the Art of Mixology craft cocktail competition, a nonprofit fundraiser pitting professional bartenders in their quest to create the perfect craft cocktail. “Cheers!”

Shantanu Narayen was featured in an article titled “An Acrobatic Ascent” in *Efficient Manufacturing*, which profiled his remarkable life journey to becoming Adobe CEO. The *Economic Times of India* named him the ‘Global Indian of the Year’ in 2018.

The Answer:

“After 17 years of mostly direct outreach and word-of-mouth business development for my company, I decided to try video-based marketing this year. Outcomes TBD.”

—JEFF BAUM, MBA 99, MANAGING DIRECTOR, PROXI MANAGEMENT DECISIONS, LLC

Graduation Day 2019: Stefano Paoletti, MBA 93, and Marcus Paoletti, BS 19 (molecular and cell biology), with the Rockwood family: Francesco, MBA 93; Sarah, BS 19 (molecular and cell biology); Mary, BS 21; and Susan Rockwood, MBA 89



Francesco Rockwood, of Orinda, Calif., reports, “**Susan, MBA 89**, and I are grateful to have an opportunity to celebrate several milestones this year. Our youngest daughter, Mary, was accepted into the Berkeley Haas undergraduate program and joined its Business Innovation

for Sustainability, Social Responsibility, and Positive Impact program in Geneva this summer. Our oldest, Sarah, graduated from UC Berkeley in molecular and cell biology and will work at the Gladstone Institute at UCSF. We shared the graduation celebration with **Stefano Paoletti**, whose son, Marcus, took the same degree and also will work at UCSF. It has been six years since Susan and I co-founded our own company, Rockwood Pacific, and we are honored to be playing a role in development of several extraordinary senior living communities. Our whole family loves and values being part of the Cal community. Go Bears.”

1994

Art Altman retired several years ago from his career in Palo Alto doing mathematical finance for the energy industry. Art moved to New York City and is now a high-end headshot/portrait photographer with a studio in Chelsea. Refresh your LinkedIn headshot with special rates for Haas alumni (www.artmaltman.photography).

1995

25th Reunion
APRIL 24–26, 2020



Kristi Kehaulani Kali Berquist, known as Kehau to her many friends and family, died at her home in Honolulu on March 14, 2019, of an aggressive brain tumor. She was 50. According to her obituary: “Kehau began her business career with Visa USA as senior manager of travel and entertainment enhancement programs for the U.S. region. Missing

Hawaii and the ocean, she returned to Hawaii and founded The Hoike Group, an international growth management firm. Her clients were primarily nonprofits, entrepreneurs, and small businesses. She taught business, marketing, strategic planning, social entrepreneurship, and capital courses at UC Berkeley, Hawaii Pacific University, and to thousands of CEOs through CEO Space, an international entrepreneur resource community. An active community volunteer, Kehau served on many philanthropic boards and volunteered with numerous community organizations, including athletic, scholarship, business, and community service endeavors.

“She spent as much time as she could in the ocean paddling her one-person canoe and communing with the porpoises and sea turtles that frequently accompanied her. Kehau lived every day to the fullest, enjoying every sunrise and sunset and every moment in between, knowing that a time bomb in the form of a brain tumor lurked in her head. She fought back bravely for nearly three decades before a new aggressive tumor finally took her life. Her kindness to others, her positive attitude, and her zest for life will be sorely missed. Her legacy will be the inspiration she gave to so many to be the best that they could be, both in life and in business. Kehau is survived by her loving husband, Gregory A. Berquist; her parents Daniel I. and Marilyn E. Kali; her brother Keone K. Kali and sister-in-law, Cheryl Kali of Maui, and many aunts, uncles, and cousins.” Read her full obituary: haas.org/kehau.

Classmate Franziska Raedeker wrote in to say: “In memory and celebration of Kehau, some 30 Berkeley Haas classmates gathered in San Francisco on April 17 (see photo above), and several more sent virtual greetings. Those present raised a glass in the spirit of aloha, renewed their friendships, and caught

up on each other’s lives. To stay in touch, join the newly created Class of 95 WhatsApp group by contacting Laura Flores (lfloresmahler@gmail.com) or Franziska Raedeker (fraedeker@alumni.haas.org).”

1996



Dave Burkett, of Los Gatos, Calif., announces, “After 23 years, I have taken the big leap to retire from Adobe. I feel so fortunate to have joined as an MBA hire and played various executive roles in one of the most amazing growth stories in the valley, working with fabulously innovative teams and creative customers. I’m so proud of Adobe’s business success: 10X increase in employees, 28X in earnings, and a 66X increase in the stock price over 23 years.

“But now I am fulfilling my life goal of taking a new aggressive tumor finally took her life. Her kindness to others, her positive attitude, and her zest for life will be sorely missed. Her legacy will be the inspiration she gave to so many to be the best that they could be, both in life and in business. Kehau is survived by her loving husband, Gregory A. Berquist; her parents Daniel I. and Marilyn E. Kali; her brother Keone K. Kali and sister-in-law, Cheryl Kali of Maui, and many aunts, uncles, and cousins.” Read her full obituary: haas.org/kehau.

Dan Kihanya reports, “Excited to announce that I recently co-founded a podcast and blog highlighting exceptional tech founders from underrepresented backgrounds: foundersunfound.com. For my day job, I’m helping fellow alum **Vijay Bobba, MBA 97**, build a fintech in India: Wizely. In. Living with my wife and teenage kids in the beautiful Pacific Northwest in the Seattle ecosystem.”

1997

Laurence “Lo” Toney was named on Pitch-

book’s list of 27 black founders and investors to watch in 2019. Toney is the founding managing partner of Plexo Capital, which he incubated and spun out from Google Ventures, where he was a partner. In May, Toney was also one of three honorees recognized at the W.IN (Women in Innovation) Forum NY for his leadership in diversity and inclusion.

1998

Ann Hsu, of San Francisco, writes, “Just as my yogurt venture was taking off in late 2017, riding the trend of Chinese consumers seeking healthier and more natural dairy products, the whole region of Xinjiang (far western China) where our factory is located fell under tighter and tighter government control. Our factory was forced to close. Since then over a million Uighurs have been sent to re-education camps, including some of our own people.

“Since the closure of my yogurt factory, I have taken on a new role of full-time caregiver to my octogenarian parents, my chronically ill husband, and my twin teenager sons (I’m homeschooling one of them). This job is just as challenging, if not more, than any I’ve had in 25 years of professional and entrepreneurial life. I’m learning a great deal about health care, education, elder care, and more—the stuff of life! I’m also finding time to audit a class at Haas and volunteer with the Cal Alumni Association Chinese Chapter. This all prepares me well for the next phase of my life, which will be in public service of some sort.”



Todd Young, of Los Gatos, Calif., announces,

“After two years of hard work, in December I graduated from the Master’s in Information and Data Science (MIDS) program at the Berkeley School of Information. I now lead machine learning, statistical modeling, and advanced visualization work at Oncept Consulting. At night, I work as a TA in the MIDS program, teaching statistics. I am interested in learning how your company applies machine learning in a business or educational context.”

1999



Steve Peletz, of San Francisco, writes, “Driven by my passion for the ocean, I have committed significant time to assist researchers on two critical ocean science projects: tagging (and tracking) sharks underwater in Costa Rica using a spear gun and surveying marine life in Monterey, California. I have also launched deepbluemoon.com to share my photographs and passion for the ocean as well as some of the critical problems humans have created in our oceans. In addition to focusing on diving worldwide and scientific issues, I plan to release info on what we can all do to reduce our carbon footprints. Buying offsets for air travel (in addition to traveling less) is one thing we can do, but there are many ways to mitigate the damage we do. Oceans cover 71% of the planet and phytoplankton in the ocean generates 50% of the oxygen generated on earth. Yet, with plastics, fossil fuels, and fertilizers, we are destroying ocean ecosystems and marine life to such a degree that the UN

predicts that more than one million species (on land and at sea) are destined for extinction in the coming decades. Doing simple things can help minimize our negative impacts.”



Allen Schoonmaker reports, “After nine years of running corporate marketing departments here in Hong Kong, I am joining a startup, currently in stealth mode, looking to disrupt a billion dollar industry. Looking forward to the startup intensity once again. Look for an update here soon! “Jennifer and the family are thriving, with my youngest, Alyssa, graduating from primary and joining her older brother, Alex, at the Independent Schools Foundation Academy in the fall for secondary school here in Hong Kong.”

Tanya (Shaw) Steinhofner, of Mill Valley, Calif., notes, “It’s hard to believe it’s been 20 years since graduation, but I was thrilled to re-connect with classmates at our reunion in April. It’s also been 10 years since I founded my independent

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 GLONER, MBA 08
EXECUTIVE DIRECTOR, PROJECT SAFETY NET

2000

20th Reunion
APRIL 24–26, 2020

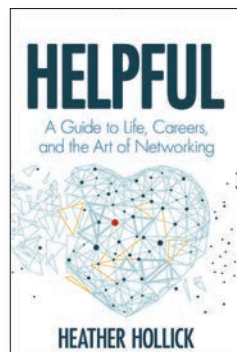
Lionel Chocron was named chief product officer of Hedera Hashgraph, a crypto currency startup built without using blockchain technology but with a different mathematical approach called a directed acyclic graph. Chocron was previously at Oracle, where he recently led its emerging technology (Blockchain, IoT, AI) solution efforts across industries.

Achim Dunnwald, of London, U.K., joined Royal Mail in London in March as chief strategy and transformation officer. He writes: “I am looking forward to applying my experience from the years at DHL (most recently as CEO Parcel) and McKinsey to this great company, as it embarks on a big change journey. I also look forward to meeting classmates—where art thou?”

2001

Sujai Hajela, who co-founded Mist Networks, a wireless networking company powered by artificial intelligence, reports

NETWORKING
FOR LIFE



A manifesto about how we should treat one another and a practical how-to guide for building a professional network. *Helpful* grew out of Hollick's immersing herself in the Berkeley Haas Alumni Network.

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

MBAs CONTINUED

that the company was acquired by Juniper for \$405 million.

Peter Li, co-founder of San Diego-based biotech company Turning Point Therapeutics, reports that the company went public in April. Turning Point, which offers targeted cancer therapies designed to address treatment resistance, announced that its gross proceeds from the offering, before deducting underwriting discounts and commissions and offering expenses, were approximately \$191.5 million.



Peggy Wu writes, "After six years in Singapore, we will be moving back to the U.S. this July, 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 never visited but have heard great things about. I will leave behind my current position as head of marketing Asia Pacific for Aviva Investors and plan to look for a new role after settling into the new city. I would love to connect with Haas alums and meet new friends in Charlotte (peiyiwu1024@gmail.com). I hope to see some of you in 2020!"

2002



Eric Meyerson, of San Francisco, announces, "In February, I made my long-desired move into

green tech. I've joined Software Motor as VP of marketing. Our revolutionary motor systems reduce the electricity consumption of buildings and infrastructure by more than half. One of our initial focus industries is agriculture, so in addition to electric motors and HVAC systems, I'm learning all about dairy cows, milk production, animal health, and methane capture. It's been so gratifying to feel like my work is really doing good for the world.

"I also recently starting writing again, focusing on areas where I feel I can best help people. In February, I published a blog post on purposeful resume writing, based on my 20 years of hiring people; it was shared more than 10,000 times. I got dozens of emails from people thanking me for my guidance, including several U.S. military veterans who had struggled to reposition themselves for the private sector."

2003

Scott Cheeseman, of Sonoma, 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 disruptors. 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 have been excited to open many new clinics in 2019—hopefully we will have a clinic coming soon to a neighborhood near you!"

Roberto Guerrero, of Hayward, Calif., announces, "Last September my wife, Samira, and I were blessed with our first child, Alonso. Our lives have been full of joy, excitement, and, of

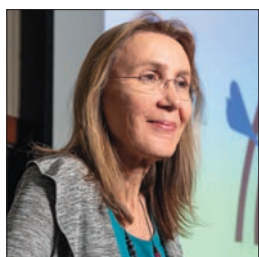


course, limited sleep time. "At work things have been busy too. I work for ON Semiconductor, the same company I joined right after Haas. Right before our baby arrived, I took the position of general manager of Cloud Power Solutions, a division that develops power semiconductors for the cloud infrastructure."



Karl Pisor writes, "Hello from Tokyo! Recently started a new consulting business line for SMEs using the Entrepreneurial Operating System. I continue to enjoy meeting and working with Japanese business owners and helping them to achieve their dreams. Classmates may remember my daughter Leia at Haas parties—she's 19 now and a freshman at Arizona State. Time does fly! Don't hesitate to reach out if you're coming through Tokyo."

2004



Heather Hollick, of Traverse City, Mich., reports, "Since graduating I have had the opportunity to live and work in London, U.K.; Ontario, Canada; Princeton, New

Jersey; and Durham, North Carolina. For the past few years I have been living in Northern Michigan helping my partner take care of her elderly father. I took advantage of the serenity of the north woods to finally write that book about networking that has been emerging after all these years of speaking on the topic. I am excited to announce that *Helpful: A Guide to Life, Careers, and the Art of Networking* was published this spring. I wrote *Helpful* for us. It's a book about networking, life, satisfying careers, and how to build great teams. My hope is that *Helpful* enables people to build more satisfying careers while also creating a positive shift in how we engage with one another, professionally and otherwise. It grew out of my amazing experience during my time in school awakening to—and immersing myself in—the Haas Alumni Network. But I also saw how powerful a network *could* be." Get a taste at heatherhollick.com/books/helpful.

2005

15th Reunion
APRIL 24–26, 2020



Yan Chow, of Orinda, Calif., reports, "In 2016, I joined Amgen (Thousand Oaks, South S.F.), a leading biotech, to help guide the digital health/digital medicine effort, reflecting a larger industry-wide push to incorporate real-world evidence into drug development. I ran several virtual trials, investigated technologies like wearable sensors and conversational interfaces, and worked on a strategic roadmap for digital biomarkers. I found Amgen to be a great



QUESTION THE
STATUS QUO

KATE
STILLWELL

MBA 07
Founder and
CEO, Jumpstart
Oakland, Calif.

BY NANCY
DAVIS KHO

The devastation of Hurricane Katrina in 2005 led to what structural engineer Kate Stillwell characterizes as a professional crisis. "What good are safe buildings if no one sticks around to live in them?" she questioned. Soon after, she learned about parametric catastrophe bonds—insurance policies that pay out to businesses when natural disasters meet certain predefined parameters—in Prof. Dwight Jaffee's Real Estate Finance class. "We need micro 'cat' bonds for individuals," she thought.

While that idea percolated, Stillwell co-founded Global Earthquake Model (GEM), a nonprofit that collects, generates, validates, and shares reliable open earthquake risk data. Her work introduced her to reinsurance companies that bankroll corporate parametric catastrophe bonds.

In 2015, she co-founded Jumpstart, the nation's first purely parametric insurance, to provide immediate financial payouts to *individuals* impacted by earthquakes.

For a small monthly fee (\$23 in Oakland, Calif., for example), Jumpstart customers whose insured location experiences a pre-defined level of shaking receive \$10,000 deposited into their bank accounts within days. The money can serve any immediate

need: lost income, temporary housing, medical or elder care, and more. It also provides economic stimulus to help the larger community recover.

Currently Jumpstart, which is underwritten by Lloyd's of London, operates only in California, but aims to extend earthquake coverage nationally and internationally, as well as offer flooding insurance. It has a Benefit Corporation designation, which stipulates a social mission to increase financial resilience of communities. "That gives us flexibility to make decisions to advance the public benefit, not solely to maximize profit," Stillwell says.

[linkedin.com/in/stillwellkate](https://www.linkedin.com/in/stillwellkate)

↑ CONNECTIONS

Stillwell credits **The Batchery**, an accelerator led by Berkeley alumni, with helping Jumpstart connect with the Berkeley Angel Network and crucial angel funding. "My Haas experience, not just in the classroom but relationships with classmates and faculty, rooted in me the confidence to make decisions that are good for the business and good for the community in the case of natural disaster," Stillwell says.

The Takeaway

Stillwell says every earthquake kit should include a solar phone charger and a list of key phone numbers. No need to store water if your building or house has a water heater—it will offer plenty.

PHOTO: DAVID ELLIS

MBAs CONTINUED

company, and my amazing colleagues were of the highest caliber.

"In May 2019, I moved to Automation Anywhere (San Jose), an industry pioneer and leader in robotic process automation (RPA), accepting a role as health care industry lead. RPA uses software bots to perform manual, often rules-based, computer tasks, freeing humans for higher value activities. The next generation of bots leverages cognition, context recognition, and artificial intelligence. Like other industries, health care is in dire need of sustainable re-engineering, and automation will undoubtedly 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 empty nest. We are traveling when we can, and I have more time to attend to diet and exercise. I'm also continuing to mentor startups at Berkeley, Stanford, and Sacramento in my free time. This is a new phase of life, much of it yet to be explored."



Razab Chowdhury, of Fremont, Calif., notes, "After three years at Slalom Consulting, I decided it was time for new challenges. Joining Gartner Consulting where I will have a chance to reconnect with **Kat Evans** and **Graham Passey**. To celebrate the transition, I went ahead and knocked off Angels Landing (Zion) from my hiking bucket list."

Jennifer Haroon, chief operating officer

at Nauto, was named a 2019 Automotive News Rising Star and featured in a special section in the April 1 issue of *Automotive News*. The accolade honors U.S.-based auto executives under age 45 on the manufacturing and supply side of the auto industry who display the talent and dedication necessary to become industry leaders of tomorrow. Nauto is an AI-technology company working to improve the safety of commercial fleets today and the autonomous fleets of tomorrow.

2006

Jerome Del Porto, of Dallas, Texas, joined Walmart as head of international strategy.



Gautam Ghose, of Milpitas, Calif., writes, "#GoGreen! Despite the best efforts by the current federal administration to hobble the globally burgeoning renewable energy industry by implementing tariffs and coal subsidies, the U.S.

solar industry is still growing at a decent clip due to the 30 percent tax credits extended by the prior administration. Both the large-scale utility solar farms and the smaller scale commercial and residential solar installations will grow year-over-year, generating more jobs in 2019 than in 2018.

"In addition to managing the North America product marketing of the leading solar manufacturer in the world, Trina Solar, I am managing the rollout of the new TrinaPro and TrinaHome solutions. These are one-source system-level solutions for the utility scale and commercial/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 with a best-in-class performance at Valley Christian High School and initiating her career in medicine at Northwestern University. Our 'coder guru' son just graduated from his junior high to step into the high school combat arena and prep for his college journey. My lovely wife, Joyita, is excelling in her artistic entrepreneurship venture, successfully ramping her hand-painted Poshah silks business across

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 03, MBA 12
MANAGING DIRECTOR, HALL CAPITAL PARTNERS

national wholesale and retail markets. Her rare made-in-California art-wear venture is finding its niche, competing strongly against high-volume, low-cost printed clothing."

Steven Huang, of San Francisco, notes, "Two recent moves: Our brokerage business is now at a new office at 580 4th Street in SoMa, and we moved back into our condo in the Mission after an extensive renovation project. Our twins love their new bedrooms!"

2007



David Saxe, of San Francisco, reports, "Calvera Partners, a San Francisco-based real estate investment firm founded in 2010 by **Brian Chuck**, **Brian Milovich**, **MBA 06**, and me, recently launched its next investment opportunity, the Calvera Multifamily Transformation Fund. The fully discretionary real estate investment fund, our third, will provide accredited investors with direct access to attractive, hard-to-find opportunities in growing markets by acquiring and repositioning apartment communities using inspiration from the boutique hotel industry. Our strategy has provided investors with long-term cash flow and superior risk-adjusted investment returns."

Brett Wilson, TubeMogul co-founder, has left the business two-and-a-half years after it was acquired by Adobe. In an interview with *AdNews*, Wilson said the time felt right to leave the digital advertising platform: "We created lots of shareholder wealth, and Adobe is a great home

for our team and clients," he said. Wilson had been serving as Adobe's VP of advertising. He co-founded TubeMogul with **John Hughes**, who serves as Adobe's VP of product and engineering advertising. Read more about Wilson's groundbreaking career: haas.org/brett-wilson.

2009

John Pettus, of San Francisco, announces, "This summer my team released a beta of Fiskkit.com, a system for online news discussions that lets readers comment on individual points in the article. The system 'is designed to elevate public discourse' instead of drive clicks. As a by-product, the conversation allows us to: 1. fact-check all online news in real time (no joke), 2. let users filter trolling, harassment, and abuse (vital for women, PoC and LGBTQ), and 3. quantify the improvement in student critical thinking. I'd love to hear from any Haasies interested in misinformation, public discourse, or education at contact@fiskkit.com. Changing how the public processes online information is an ambitious task, and we'd love to get you involved. On the personal side, I went 'senior' from the Guardsmen of San Francisco, but can still be found selling Christmas trees down at Fort Mason every December to send at-risk kids to summer camps."

Adam Skibley, of Chicago, writes, "Missed joining fellow classmates back on campus for our 10-year reunion but heard some good stories. It sounded like a great weekend of reliving old memories and making some new ones. I did, however, recently relive a bit of the classroom environment as a participant in the University College Dublin (UCD) Smurfit Graduate Business School's Executive Development Senior Leadership Programme entitled "Building the Growth Enterprise." As vice president of strategy and cor-

porate development for the performance nutrition division of Ireland-based Glanbia, Plc, the opportunity to study on campus at UCD, network with Irish and other international classmates, and meet with various leaders from the Irish public and private sectors provided both leadership development and deep exposure to European markets. Not to mention an opportunity to stop in a couple of pubs in Dublin for a pint or two of Guinness!"

2010

10th Reunion
APRIL 24-26, 2020



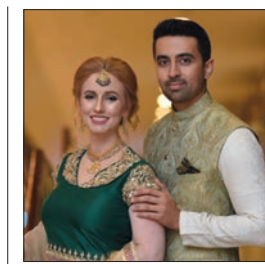
Srinivas Avasarala, of Palo Alto, Calif., reports, "I started as VP of products at Balbix, a San Jose-based venture-backed startup delivering an AI-powered approach to enterprise cybersecurity posture transformation. Drop me a note if you are interested in this topic and I'm happy to share our vision and solution."

Deepak Goel, of Folsom, Calif., updates, "I have been gradually building KarmaCircles over the last couple of years, and I'm proud to say we've put together a very impressive technology team. Now that the heavy lifting of the core KarmaCircles product is pretty much done, the tech team has some bandwidth to take on a couple of projects to build products for other companies. So, I have started a product studio, which provides high-quality software development services at a very reasonable price. More details at www.productstudio.us.

Erik Kiewiet de Jonge marked his two-year



anniversary at Capital One, based in Richmond, Va. "I'm focused on transforming customer and associate experiences through innovative new technologies," he



at McKinsey, married the love of his life, Lydia, and moved into a new house. He writes, "Now starting to think of the next project to sink my teeth into (any social entrepre-

The Answer:

"I rethink philanthropy by making micro-donations to smaller charities where I can see immediate impact. A recent \$7,000 gift to a Ghanaian orphanage provided schooling, food, and more independent living space."

—ROCHELLE WEBB, EMBA 14, CEO, OPTIMIST MADE

explains. "Kristen and I recently welcomed our third child, Vivienne, joining older sister Louisa and brother Alex."

Dinesh Moorjani, of Belmont, Calif., reports, "I co-founded a boutique investment bank three years ago focused on M&A and private financing advisory for emerging growth technology companies in the mobile, enterprise software, and digital media markets. It has been a bit of a roller coaster ride, but I've enjoyed the thrills of being an entrepreneur and deal making. On the personal front, being a dad to my 2 1/2-year-old daughter, Harleen, has been the best thing ever, and she is growing up to be a funny, sensitive, and thoughtful little lady."

2011

Hamza Khan, of London, U.K., has had a busy year: elected partner

neurship folks out there?). Say hi if you're passing through London—drinks on me."

2012

Nick Caldwell is chief product officer at Looker, a business intelligence software and big data analytics platform acquired this month by Google for \$2.6 billion. Caldwell was previously VP of engineering at Reddit. In an interview with *Black Enterprise*, he says, "I find the greatest fulfillment in building an organization where employees can learn, grow, and achieve their full potential. Leaders must create new leaders."

Prateek Gera, the CEO and founder of ramp.digital and a former executive at HP, Cisco, and relayr, became VP of product at Kontakt.io in March, after it acquired ramp.digital. Gera will focus on Simon AI,



**CONFIDENCE
WITHOUT
ATTITUDE**

**NOAH
DEICH**

MBA 15

*Founder and
Executive Director,
Carbon180
Oakland, Calif. &
Washington, D.C.*

BY KATE MADDEN YEE

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 Carbon180, an NGO that champions carbon-removal solutions three ways: by convening scientists seeking solutions, lobbying policy makers, and hosting an accelerator for carbontech 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. Carbon180 estimates the annual market for carbontech would be \$1 trillion nationwide and nearly \$6 trillion worldwide if waste carbon was used in all products currently using fossil fuels as an input.

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 economy-wide transformational progress. "What motivates policymakers are jobs and the economy," Deich says. "We want to help them explore how the economy of the future could include carbon sequestration and clean energy."

On a local level, Deich advocates spreading awareness. "Everything from the food we eat to the clothes we wear can be grown in a way, essentially, that sequesters carbon," he says. "There's an opportunity to start dialogues and encourage the people who are ultimately selling products that this is important to their customers."

[linkedin.com/in/noahdeich](https://www.linkedin.com/in/noahdeich)

↑ CONNECTIONS

An internship with Haas alumni at venture capital firm Prelude Ventures showed Deich that VC return timelines were too aggressive for his idea. Instead, Carbon180 earned a year of seed funding from Berkeley's California Institute for Energy and Environment and sought angel investors.

The Takeaway
Discover your carbon footprint via UC Berkeley's CoolClimate Network: <https://coolclimate.berkeley.edu/calculator>

PHOTO: CANCY CLIFFORD

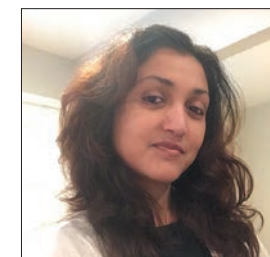
MBAs CONTINUED

Kontakt.io's end-to-end IoT (Internet of Things) solution that provides industrial operators and plant managers with IoT data and AI-driven recommendations to prevent accidents, increase productivity, optimize utilization, and gain operational efficiencies.

Arun Shekar, who recently started the search fund Redwood Growth Partners, was profiled earlier this year in *The Times of India*. Read it at haas.org/shekar.

2013

Stephanie Lawrence announces, "I just moved back to Berkeley with my family, now with two children (10 months and 2 1/2 years). We're excited to be back and hope to reconnect with others. I continue to love building Traveling Spoon, the company I founded with **Aashi Vel**, connecting travelers with local food experiences in people's homes around the world. We have recently expanded to a number of new destinations, from Tulum, Mexico, to Croatia, and now have experiences in over 150 cities around the globe, from Europe to Asia to South America. If you're looking for any advice for upcoming travels, I hope you'll reach out!"



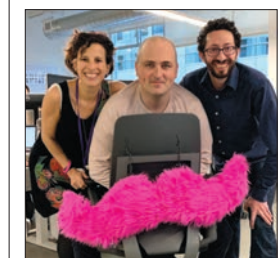
Paroma Sen, of Palo Alto, Calif., updates, "Six years in India were a wild ride—I started with a year in philanthropy, another year with startups, a couple of years in e-commerce heading marketing and content, and then moved back to B2B marketing with SAP in India. "This February I relo-

cated back to California with the position of global director, industries marketing with SAP customer experience. This role brings me back to the manufacturing customer base, stirring up old passions, as I had started my career with manufacturing."

Toby Sun was named on *Business Insider's* list of 10 transportation leaders changing how the world gets around. Sun co-founded bike- and scooter-sharing startup Lime with **Brad Bao, MBA 05**. The article notes that Lime's bikes and scooters can be found in more than a dozen countries worldwide and in more than 100 U.S. cities.

2014

Adam Chopko, of Mountain View, Calif., after four years at Livongo helping empower people with chronic conditions to live better and healthier lives, is now senior director of business development and strategy, focusing largely on leading strategic clinical and product partnerships as well as corporate development and M&A.



Noa Elan, of San Francisco, writes, "We're now 11 Haasies at Lyft—across Denver, Cleveland, the Rockies, SoCal, S.F., and Vegas! We try to meet up for happy hours once a quarter and exchange random high fives in the hallway. On March 29, Lyft went public, and we celebrated together at 6:00 a.m. in the office, before our founders rang the bell."

Tom Pryor, of Oakland, Calif., after six years at the nonprofit education website Khan Academy,

VENTURED, GAINED



Sydney Thomas, MBA 16, a senior associate at San Francisco-based Precursor Ventures, was named to the inaugural HBCUvc 31 Under 31 List showcasing talented black and Latinx members of the venture capital community. HBCUvc is a nonprofit leadership development and training program in venture capital available to students attending select historically black colleges and universities and Hispanic-Serving Institutions.



has now moved to lead product at ClassDojo, another education app for teachers and parents, used by over 60 million people around the world. "For folks in similar roles, or if you're interested in talking about product management, education, or building products for parents or teachers, please get in touch!"



Bay Area. I'm excited to tackle these new duties and push forward the conversation around diversity, inclusion, equity, and belonging in tech as well.

"We just had our third child, Maxwell Timothy Middleton, a few months back, and we took him, his brother Christian, and his sister Malaika to Maui and Honolulu as a family. Beach time, snorkeling, phenomenal sunsets, and luaus are good for the soul.

"I've started on the board of the Silicon Valley Education Foundation and have continued my volunteer work at Streetcode Academy and College Track. This aligns with my goal of getting 100 black and brown underrepresented folks employed in the tech industry by 2021 (I'm 10 percent of the way there)."

Brian Ross, the co-founder of Infrashares, a crowdfunding platform that helps raise private investment in infrastructure, was named one of California's top young professionals for 2019 in the architecture, engi-

2015

5th Reunion
APRIL 24–26, 2020

Andrew Lee, of New York City, joined MIRROR as VP of growth. MIRROR offers the world's first nearly invisible, interactive home gym featuring live and on-demand fitness classes in a variety of workout genres. Learn more at www.mirror.co.

Brandon Middleton, of Union City, Calif., updates, "I've been at Slalom Consulting for a little while but have recently been given responsibility for business development, sales, and partnerships in the

MBAs CONTINUED

neering, and construction community by *Engineering News-Record*. Ross was a platoon leader deployed to Afghanistan and personally led more than 30 combat engineering missions.

Brendan Shanahan, of Chicago, reports, "In February, I left my role in San Francisco as vice president at real estate private equity firm Pacific Coast Capital Partners to open a new Chicago office for Annaly Capital Management, a publicly traded mortgage REIT. I will be leading deal originations across the Midwest for Annaly's



SUGAR-FREE SHAKE-UP

Samantha Tannor, MBA 20, was named one of seven entrepreneurs shaking up the world of food by *Forbes* for her sugar-free matcha concentrates. As part of Berkeley's LAUNCH, a startup accelerator, she's selling Tannor's Tea on Amazon and in cafés around Berkeley.

Commercial Real Estate Group while also building out a team as the business grows. Despite Mother Nature trying to impede our cross-country drive with snow and avalanches shutting down I-80 and I-70, my wife, Lindsey, daughter, Amelia, dog, Buckley, and I all arrived safely in Chicago in March. Excited to meet some Haasies here!"

James Wang forwards the following: "My SkyDeck company, Lioness, which I co-founded

with Anna Lee, BS 13 (mechanical engineering), was endorsed by Mozilla 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 Mozilla'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 databases, 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, announces, "In 2018, I left my job at McKinsey's Palo Alto office and moved back to India to start a company: Zetwerk (zetwerk.com). We are a platform for custom manufacturing. Excited to share that we recently announced a \$9m Series A from Sequoia Capital, Accel, and Kae Capital. Would love to collaborate with other Haas alums as we scale. I got married in 2018 to my longtime partner, Sharanya Haridas."



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 mountains and had the opportunity to purchase our first home!"

Kristoffer Belau, of Saratoga, Calif., updates, "I have been promoted to VP, digital media, at Firewood Marketing, a nearly 300-person 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 look 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 Messenger and WhatsApp. My latest album, *Airplane Mode*, was released in late March 2019 and debuted in its first week at #3 on the iTunes Top 40 U.S. Hip-Hop Album Chart as well as at #50 on the *Billboard* R&B/Hip-Hop Album Sales Chart!"



Michael Young, of Oakland, 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 Deep Tech and Enterprise SaaS, I've built a portfolio of companies valued at \$400M+. We help founders build a strong, high-performing, inclusive culture strategically and intentionally from the beginning to achieve financial outperformance. "I'm looking to connect with family offices

and other accredited investors as potential investors in my fund. I would love to have the Berkeley Haas alumni family along for the journey! Please reach out to michael@talevp.com."

2018

Ganesh Srikumar, of San Francisco, started a new job and role: Lead Privacy at Coinbase Inc.

2019

1st Reunion
APRIL 24-26, 2020

Vijay Madhavan, of Belmont, Calif., writes, "I head product management for Walmart's digital video service, Vudu. For the past two years, it has been a great experience being part of the evolution of Walmart's digital strategy. I have grown my team and recently hired a Haas MBA. The media and entertainment industry is in the middle of a major transformation. I'm looking forward to what's ahead. Commencement was a great experience for my family. My 9-year-old daughter walked with me and enjoyed the day at Berkeley."

BCEMBA/EMBA

2005

15th Reunion
APRIL 24-26, 2020

2010

10th Reunion
APRIL 24-26, 2020

Natalie Vonja Mincek Bates passed away on April 3, 2018. She was a driving force behind the acquisition of the Sorenson Molecular Genealogy Foundation by Ancestry and helped oversee the launch of Ancestry's DNA testing product, serving as senior director of AncestryDNA and

strategic initiatives. She is survived by a husband and young son.

2011

Derek Andersen was appointed CFO at Snap in May. Andersen had served as the company's vice president of finance.



Daniel Kimble, of Castro Valley, Calif., updates, "My company, Resonance Executive Coaching, has greatly expanded in recent years. We now have clients across the world and a staff of more than 100 executive coaches delivering our services. My first book, *Unshakeable Influence: Mastering the Inner Game of Leadership*, was published in April. The book targets senior executives who are looking to up their leadership game with the aspect that matters the most: The Inner Game of Leadership. I'm excited to bring our executive coaching protocol, along with highly practical tips and techniques, to a broader audience. Want to navigate office politics in a way that feels good to you and maximizes your influence? Want to optimize your mental and emotional leadership game? Improve at delegation, coaching, and mentoring others? Lots of practical tips: haas.org/daniel-kimble. "In August 2018, I married my beautiful, wise, and amazing soulmate on the big island of Hawaii. It was a purposefully small and romantic wedding just for us, with only my 9-year-old son, Indiana, present. I proposed to Marianne on Crown Beach, so getting married on the beach in Hawaii was perfect. And, it was such an earth-shattering marriage that Hurricane Lane showed

up for our honeymoon. It was an adventure, and we wouldn't have it any other way!"



Rupam Shrivastava, of San Jose, Calif., reports, "I am currently managing ePlanet's latest quant investment fund launched in 2017. We invest in publicly traded U.S. tech stocks. I would love to talk to like-minded folks in the business and exchange market views and investment strategies. I continue to follow my goal of traveling to three different countries each year. For 2019, I visited Oman, Belgium, and Netherlands."

2014



Rochelle Webb, of Redondo Beach, Calif., writes, "2018 ended with a bang! I closed out the first quarter of my new venture, Optimist Made, a socially conscious venture that gives creators, makers, and designers in the fashion industry around the world a chance at scaling their businesses. Optimist Made has created a marketplace that curates their products and activates merchandising and marketing support to win the products greater visibility. A portion of the profits is donated back to charities in the countries where these artisans were discovered. We are gearing up for the company's first round of fundraising.

"Also, I accepted a full-time teaching position at Loyola Marymount University as a professor of marketing and entrepreneurship. LMU is an exciting place, constantly challenging the status quo and finding innovative ways to bring real-world applications into the classroom. It is exactly where I need to be, and it has already been an inspiring ride every step of the way."

2015

5th Reunion
APRIL 24-26, 2020

2016

Alejandro Maldonado, of San Jose, Calif., and **Mani Kannappan** launched their proptech startup, at HUM, the "world's first AI interior designer that disrupts virtual home stagings by making them fully personalized to each homebuyer's style and needs," he writes. "Our platform helps homebuyers understand a property better, exploring it through immersive, fully adaptive visuals to help them achieve the full potential of a space, just as if they had their own personal interior designer. On the other side we help homebuilders sell properties faster by building powerful emotional connections with their customers. We are excited to share this with the Haas community and offer discounts to alumni (visit athum.com or email hello@athum.com)."

2017



Mohsin Imam, of Fremont, Calif., announces, "Launched a project I was helping my

wife and sister-in-law with, a line of artisan-made, eco-friendly, fair-trade sneakers: haas.org/imam-kickstarter. This was a labor of love and lots of hard work. Not only are these sneakers completely sustainable and eco-friendly, they're helping revive a traditional craftsmanship of embroidery and putting it on sneakers for the first time."

2018

1st Reunion
APRIL 24-26, 2020

PHD

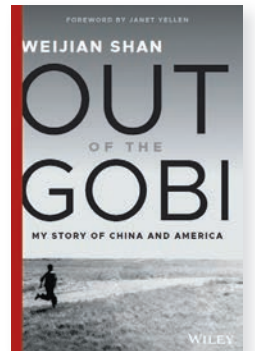
1972

Charles Snow, of Eugene, Ore., writes, "I was a student of former Haas Dean **Raymond Miles**, who passed away recently. He and I co-authored the classic management book, *Organizational Strategy, Structure, and Process*, in 1978. I retired as professor of strategy and organization at Penn State in 2012. Currently, I chair the board of directors of the Organization Design Community, an international community of scholars and practitioners dedicated to advancing the theory and practice of organization design. Ray Miles advocated the integration of theory and practice throughout his career, and it has been my pleasure and honor to work toward achieving his vision."

2012

Boris Albul (also **MFE 04**) joined EPIQ Capital Group as chief investment officer. He will lead macroeconomic research, investment analysis, portfolio construction, and risk management for EPIQ clients. Earlier in his career, Albul served as a financial economist in the risk and policy analysis unit at the Federal Reserve Bank of Boston.

POWERFUL COMMENTARY



An observant, eloquent, and brutally honest memoir by a former hard laborer who never gave up his dream of an education and is now one of Asia's best-known financiers. With a foreword by Haas Professor Emeritus Janet Yellen.

Weijian Shan, PhD 87
Chairman and CEO, PAG GROUP

IN MEMORIAM

Prof. Emeritus Mark Rubinstein

financial engineering pioneer

Mark Rubinstein, a finance professor emeritus whose work had a profound impact on Wall Street by forever changing how financial assets are created and priced, died May 9 in Tiburon, California. He was 74.

Rubinstein was best known for his contributions in options pricing as well as the development of the first exchange-traded fund. A quintessential Renaissance man, his intellectual curiosity led him to acquire an impressive knowledge of Shakespeare as well as ancient Greek and Roman history.

After earning a bachelor's degree at Harvard, an MBA at Stanford, and a PhD at UCLA, Rubinstein joined the Haas faculty in 1972.

His research efforts focused on options markets, which had just begun trading in Chicago. In 1979, working with John Cox and Stephen Ross of MIT, he developed the Cox-Ross-Rubinstein Model for valuing a wide range of complex options. The model contributed to the growth of derivatives around the world and remains one of the most important valuation tools on Wall Street. A subsequent book, *Options Markets* (with John Cox), made option-pricing theory accessible to a broad audience.

In 1981, Rubinstein joined with Haas Prof. Emeritus Hayne Leland and Haas Adjunct Prof. John O'Brien to form Leland O'Brien Rubinstein (LOR). The firm grew rapidly, and in 1987 the three founders were named among *Fortune's* Businessmen of the Year. LOR developed a risk-hedging algorithm called "portfolio insurance," the strategies of which are still used by traders today.

LOR then pioneered the SuperTrust, an S&P 500-based fund that traded as a single security—which in 1992 became the first exchange-traded fund (ETF) in the U.S. ETFs helped form the regulatory framework for what has become arguably the most important financial innovation in the last quarter century. In the years since, ETF assets have grown to more than \$5 trillion globally.

In 2001, Rubinstein helped to found the Berkeley Haas Master of Financial Engineering Program, which was the first such program in a U.S. business school

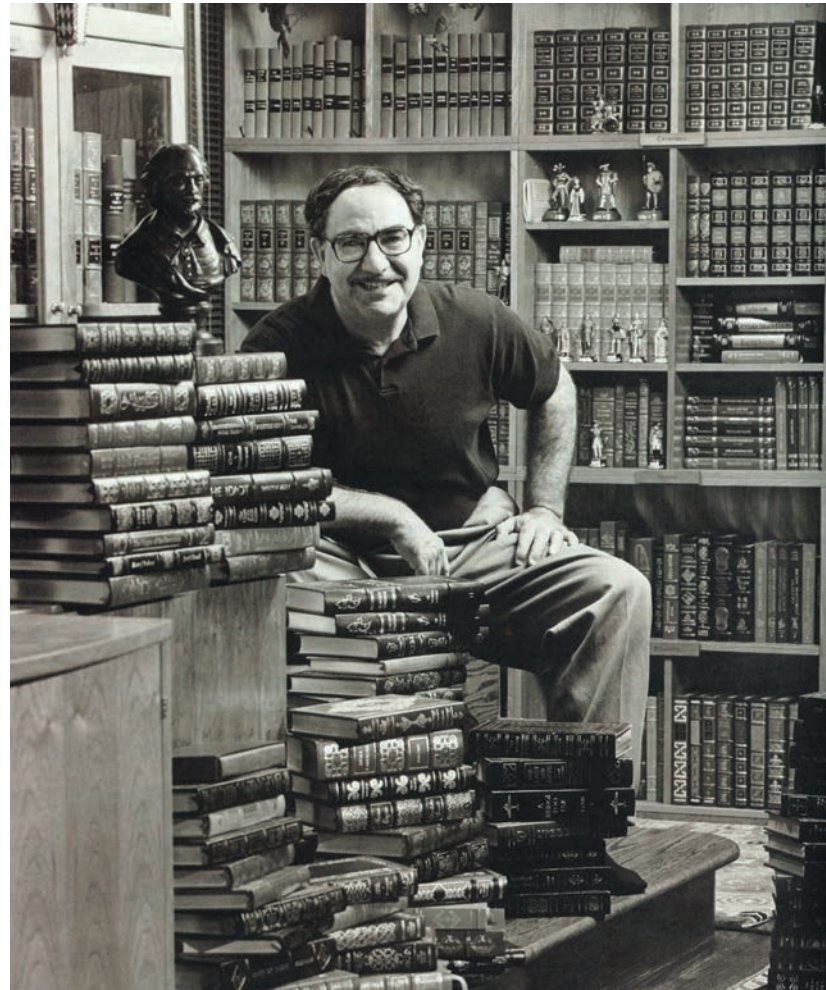


PHOTO: JIM BLOCK

and is consistently ranked #1. After his retirement, he wrote about classical Greece, Rome, and the early history of Christianity.

Leo Helzel, MBA 68

loyal Haas supporter, first entrepreneurship teacher



Leo Helzel, MBA 68, LLM 70, an honored faculty member who guided the school's first forays into entrepreneurship and was a dedicated and generous supporter of Haas for decades, passed away March 21 at age 101.

Helzel's history at Haas includes a series of firsts. He taught the business school's first entrepreneurship class—one of the first such courses offered at a U.S. business school. He was the first chair of the Haas School Board, and he was the first Haas instructor to be honored with an adjunct professor emeritus title upon retirement in recognition of his nearly 40 years of service.

Helzel was also instrumental in establishing the school's entrepreneurship program. In addition to teaching, he provided the funding to endow the Leo B. and Florence Helzel Chair in Entrepreneurship and Innovation in 1986. He worked closely with then-Dean Richard Holton to create the business school's Lester Center for Entrepreneurship and Innovation, which opened in 1991.

Helzel summarized his entrepreneurial verve and lifelong learnings—alongside wisdom from the CEOs of the Gap, Bank of America, and Williams-Sonoma—in his 1995 book, *A Goal is a Dream with a Deadline: Extraordinary Wisdom for Entrepreneurs, Managers, and Other Smart People*, and donated the proceeds to Haas.

A Depression-era child who came from humble beginnings, Helzel flew as a navigator on Navy planes during World War II and later launched successful careers as an accountant, lawyer, and entrepreneur. He taught international business at Berkeley starting in 1967 while simultaneously taking MBA courses, completing his degree at age 51. He then earned his master of laws (LLM) from Berkeley in 1970.

Helzel gave generously to the Haas School's original campus that opened in 1995 and to its new building. He was also a Trustee for Golden Gate University and for the California College of the Arts, served on the board of Berkeley Law, and was active in several Bay Area non-profit organizations.



PHOTO: PEG SKORPINSKI

Former Dean Raymond Miles

trailblazer in strategic management



Raymond Miles, a former Berkeley Haas dean and professor emeritus whose leadership has had a deep and lasting impact on the Haas campus and community, passed away on May 13 in Albany, California. He was 86.

Miles 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 Cleburne, Texas, in 1932, Miles 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, Miles landed in Berkeley in 1963. 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, *Organizational 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 director, Miles increased outreach to alumni and brought the vision of a Haas campus, which opened in 1995, to fruition.

As dean, Miles also boosted the school's academic potential and prestige. He helped double the number of endowed chairs to 24 and recruited such luminaries as Nobel Laureate Oliver Williamson. He advanced the field of business education by supporting 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 underrepresented populations, to learn about business and entrepreneurship. The program has seen hundreds of its students, many first generation, attend college.

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 alum who exemplifies superior volunteer leadership.

At top: Deans William Hasler, Raymond Miles, and Richard Holton at the Haas building dedication, May 22, 1995.

IN MEMORIAM LIST

Jessie Shew, BS 40
Harold Jow, BS 41
Jane Galvan, BS 46
Donald McNary, BS 46
Kenneth Booth, BS 47
Kenneth Ashcraft, BS 48
John Daniels, BS 48
Leslie Foppiano, BS 48
Floyd Pickett, BS 49
Tetsushi Uratsu, BS 49
George Armstrong, BS 50
Allan Buchanan, BS 50

Yutaka Kobori, BS 50
Kenneth Murray, BS 50
Augie Ong, BS 50
Allen Blanc, BS 51
Arnold Brown, BS 51
Don Deming, BS 51
Sydney Hammill, BS 51, MBA 54
John Vohs, BS 51
Savino Cavaliere, BS 52
George Spence, BS 52
Theodore Mah, MBA 52
Ronald Britting, BS 54
Henry Angerbauer, BS 55

Donn Bearden, BS 55
Alan Ghidossi, BS 55
Stanley Loeb, BS 55
Marian Vantress, BS 56
Robert Bishop, BS 57
James Johnson, BS 57
John Vanderveen, BS 57
Donald Hill, MBA 57
William Awbrey, BS 58
Robert Beatty, BS 58, MBA 59
Alan Holloway, BS 58
Whitney Newton, BS 58
Joseph Ryan, BS 58

Paul Cooper, BS 59
Joseph Innis, BS 59
Daniel Moore, BS 59
Glenn Quick, BS 59
Robert Brodie, BS 60, MBA 62
Robert Ehrhart, BS 60
Ernest Lee, BS 60
David Peterson, BS 60
Lawrence Broeren, MBA 60
Robert Mayer, BS 61
Wilmer Post, MBA 62
Johann Koo, MBA 64

Arthur Stonehill, PhD 65
Ury Beary, BS 66
John Fox, BS 66
Erle Winkler, BS 66
Robert Crandall, MBA 66, PhD 68
William Balamuth, BS 67
John Kjellman, MBA 67
James Pellissier, BS 69, MBA 70
Garth Johnson, MBA 70
Stephen Yee, BS 71
Douglas Wholey, MBA 79, PhD 84

Gregory Martin, BS 82
Helen Andritsakis, BS 84
Kristi Kali Berquist, MBA 95
Carolyn Carlson, Friend
William Cole, Friend
Dennes Coombs, Friend
Charles Goldberg, Friend
James Love, Friend
Denny McLeod, Friend
Earle Pendarvis, Friend
Dorothy Sanderson, Friend
James Williams, Friend



4

WAYS TO HIRE HAAS

1

POST JOBS ON THE EXCLUSIVE HAAS ALUMNI LINKEDIN GROUP:

[linkedin.com/groups/113](https://www.linkedin.com/groups/113)

2

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at recruit.haas.berkeley.edu or via jobs@haas.berkeley.edu

3

SEEK HAAS UNDERGRADUATE STUDENTS & ALUMNI:

berkeley.joinhandshake.com

4

RECRUIT MFE STUDENTS/ALUMNI:

mfe.haas.berkeley.edu/recruiters

HAAS PERKS



UPCOMING EVENTS

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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 7

ORANGE COUNTY SOLVING HOMELESSNESS IN OC BY 2024
October 2

OCMBA AUTUMN MIXER
October 16

PHOENIX RECEPTION WITH DEAN ANN HARRISON
November 19

SACRAMENTO ALUMNI EVENT WITH LT. GOV. ELENI KOUNALAKIS & DEAN ANN HARRISON
October 30

SAN FRANCISCO B-SCHOOL DISRUPT
October 1

HAAS GALA
November 1

SHANGHAI WELCOME EVENT WITH DEAN ANN HARRISON
November 10

SINGAPORE WELCOME EVENT WITH DEAN ANN HARRISON
November 14

Scene from the annual Haas Alumni Conference, where hundreds of alumni gather to learn and network.
PHOTO: NOAH BERGER



CALIFORNIA MANAGEMENT REVIEW

Berkeley Haas' premier management journal offering research-based articles for practicing managers. Ranked among the world's top business journals.

[CMR.BERKELEY.EDU](https://cmr.berkeley.edu)

YOU'RE CONFIDENT. WITHOUT ATTITUDE.

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Making yourself visible strengthens our network.

IT'S ALL ABOUT THE POWER OF ONE ANOTHER

haas.org/alumni-notes

PSSSST! SAVE THE DATE
MBA REUNIONS
Your classmates really want to catch up with you.
APRIL 24-26, 2020

haas.berkeley.edu/reunion

FOUNDERS:



Navigate Berkeley's entrepreneurial ecosystem via the Berkeley Gateway to Innovation (BEGIN), your portal to innovation courses, incubators, accelerators, funding, and social networks

begin.berkeley.edu

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CAREER MOVE

The weekly Alumni Jobs newsletter has job listings, career tips, networking events & webinars. Subscribe now!

Customized for

undergrad and

grad degrees

haas.org/jobs

MISS BERKELEY? THAT'S WHAT HOMECOMING IS FOR!

Haas Happenings @ Cal Homecoming

SATURDAY, OCT. 19

10:00-11:00 A.M.

Daniel Granholm Mulhern, Lecturer

THE HEROIC LEADER AND LEADINGX2
Discover the prevalence, power, and practices of leading by two.

11:30 A.M.-12:30 P.M.

Don Moore, Professor
THE PSYCHOLOGY OF CONFIDENCE
Overconfidence and underconfidence both have downsides. Learn a promising middle way.

[HOMECOMING.BERKELEY.EDU](https://homecoming.berkeley.edu)

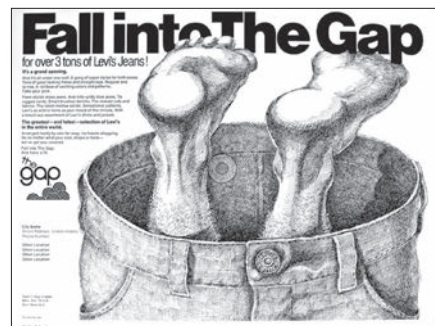
TIME TBD
Cal vs. Oregon State

Gap

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

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 **Individuals of Style** campaign features cultural luminaries like Spike Lee, Whoopi Goldberg, and Joan Didion selling a lifestyle, not just jeans and basics. It's the brand's first turnaround.

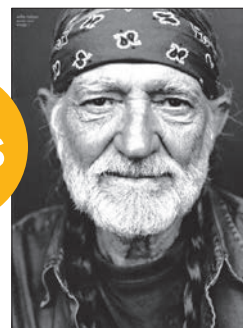
1990s



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

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

2000s



The **Fox Every Generation** campaign targets a broader audience with celebrities to solidify Gap's classic, cool brand reputation. Spokespersons—including Willie Nelson, Salma Hayek, and Marianne Faithfull—dress in their own Gap clothes to reflect authentic style.

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.

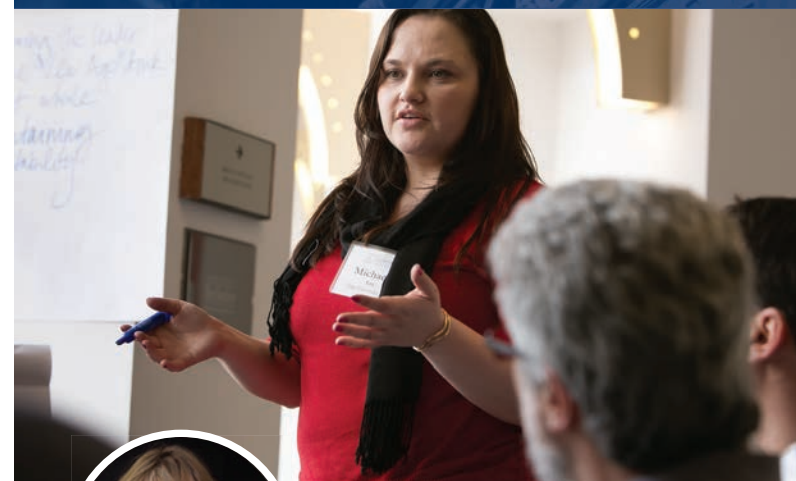
PHOTOS: COURTESY OF GAP INC.

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

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The Berkeley 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. Join 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.



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 decision-makers who impact the success of their functions or organizations.

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UC BERKELEY

#3
NATIONWIDE

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

HOMERUN

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

