Relive the best of your Berkeley-Haas experience!
Catch up with classmates, listen to engaging
lectures, make new connections, and bring your
family back to campus.

Everything you loved about business school—without the exams.

haas.berkeley.edu/reunion   #haasreunion   #haasalumni

April 28-30
REUNION WEkEND
2017

Business Leaders of the Year
BUILDERS
OF DREAMS

Susan Chamberlin, MBA ’87, and her
husband, Steve, spent years planning new
structures and cityscapes. Now they’re
redesigning the world of public education.

haas.berkeley.edu/reunion   #haasreunion   #haasalumni
10 Management Lessons from the Pinnacle of Human Endeavor

For mountaineering and workplace teams, cooperation may be a dangerous symptom of groupthink, says Prof. Jennifer Chatman, PhD 88.

12 Builders of Dreams

Business Leaders of the Year Susan Chamberlin, MBA 87, and her husband, Steve, spent years planning new structures and cityscapes. Now they’re redesigning the world of public education.

16 A Healthy Success

Leading Through Innovation winner Albert Lee, MBA 04, co-founder of MyFitnessPal, makes it easy for millions to lead healthier lives.

Cover photo by Karl Nielsen
The training and development program, which will be taught of business, psychology, leadership, and public policy on topics by UC Berkeley faculty experts in the areas of the UAE Prime Minister’s Office, are being trained by a cross-...the science of happiness and positivity by UC Berkeley Psychology Professor Dacher Keltner, the UAE research into the science of happiness and positivity by UC...has partnered with UC Berkeley Executive Education and...and leading happy people and organizations. The word oski, or the acronym OSCi (other side caught it), was a football term. Oski’s birthday was celebrated with pomp and hoopla during homecoming, including a public lecture, “Oski Bear and the Struggles of Being a 75th-Year Sophomore,” and a tribute on the football field before the Cal vs. Utah game. Academic Building. Construction on the new North Academic Building is almost ready to move to the interior. Weather depending, the building is slated to open in late spring. Check out the progress on the live webcam: haas.org/ NorthAcademicBuilding.

How will Britain’s departure from the European Union affect the country’s international trade, living standards, financial sector, and political economy? That’s what an expert panel gathered to discuss at a special Dean’s Speaker Series. “Brexit: What Next?” featured Prof. Andrew Rose; moderator Maria Carkovic, exec. dir. of the Institute for Business Innovation; Galina Hale, research advisor at the San Francisco Federal Reserve Bank; and Barry Eichengreen and Gerard Roland, both UC Berkeley professors of economics and political science. Among the insights: Rose didn’t expect a large collapse of living standards in the UK though he did expect trade stagnation since about half of all British exports go to EU countries. “Most of the estimates from academics say the Brexit disruption...is going to lead to around a two percent drop in GDP,” Rose said. “The long-run effect is going to be larger because Brexit will create a more closed economy in the UK.”
## Impact Investing

### Award-winning study focuses on “supply” and demand of impact funds

When it comes to impact investing, supply is failing to meet demand, a new study co-authored by Asessor Prof. Adair Morse found. “Impact Investing,” which won the 2016 Moskowitz Prize for Socially Responsible Investing, also found that Europe’s demand for impact funds over traditional investments was three times higher than in North America. Morse, along with Brad Barber and Ayako Yasuda, both of UC Davis, investigated 3,500 limited partners, 6,000 funds, and 25,000 capital commitments results. They developed an investment choice model to chart investor demand for impact funds over traditional options, matching characteristics between fund and investor, referred to as limited partner or LP in the framework. The study proves that investing to have a positive social or environmental impact alongside a financial return is here to stay. Another important finding shows that demand for impact is higher in countries that are United Nations Principals for Responsible Investment (UNPRI) signatories.

The Moskowitz Prize is determined and managed annually by Berkeley-Haas’ Center for Responsible Business and is the only global award recognizing outstanding quantitative research in the field of sustainable, responsible, impact investing. Morse, who teaches New Venture Finance at Haas, is the first UC Berkeley professor to win the award in its 21-year history. Previous winners have explored shareholder activism, socially responsible mutual funds, and socially responsible investing as a catalyst to financial performance, among other topics.

### Smoking Hot

**Haas case study explores a high-growth industry: legal cannabis**

The legal cannabis industry is on fire sales are projected to reach $6.7 billion this year and to top $21 billion by 2020, according to research firm IBISWorld. Some 29 states and the District of Columbia have passed laws to legalize the drug in some form. As entrepreneurs and investors move in on the "green rush," Haas has published the first major business-school case study on a cannabis enterprise. The case, "Cannabusiness in Washington, D.C.,” profiles Corey Barmette, a Duke Fuqua MBA and former Bank of America investment banker who owns a cultivation center and dispensary. The study was spearheaded by Mike Shih Alvi and Jamal Bronner, MBA ’16, who were interested in exploring not only the business opportunities presented by the budding industry but also the public policy and social justice issues that surround a substance that is still illegal under federal law.

The study, co-written by Alvi, Bronner, and Deena Bronner, MBA ’16, along with lead author Rui de Figueiredo, Haas associate professor, appears in the Berkeley-Haas Case Series and the California Management Review.

To learn more about the programs and people that support the Haas experience, check out the new Annual Report of Private Giving: haas.berkeley.edu/amannualreport.

### All-Inclusive

**Haas institutes diversity initiatives**

Last year, Berkeley-Haas adopted a strategic business plan that puts a high priority on ethnic diversity, gender equity, and leading in a diverse world. “Our mission as a school is to develop leaders who redefine how we do business, and that requires people who experience the world in different ways, who think differently, and who welcome different ways of thinking,” says Dean Rich Lyons, BS ’82.

Assistant Dean Erika Walker is serving as the student equity officer, reviewing how diversity is reflected in the curriculum, extracurricular activities, and the school community across all programs. Prof. Jennifer Chatman, PhD ’05, and Jonathan Leonard are serving as faculty equity officers, working on equity issues among students and faculty. Human Resources Director Denise Boyd serves a similar role for staff.

Admissions initiatives aim to boost applications from underrepresented minority students. One such effort is Haas’ participation in the Consortium for Graduate Study in Management, which seeks to increase the number of African-Americans, Latinos, and Native Americans in top business programs and corporate management. It offers fellowships and scholarships for exceptional MBA candidates with a track record of diversity and inclusion.

This year, the incoming full-time MBA class includes a record 47 Consortium fellows—the largest group among the organization’s 11 member schools. The full-time MBA office and the student-led Gender Equity Initiative work to increase the proportion of women in the program, with direct outreach from alumnae and senior women leaders from Haas. Women make up 46 percent of the program overall.

## Foundation for Excellence

Haas launches ambitious campaign to take school to next level

The financial support Berkeley-Haas receives from alumni and friends is crucial to maintaining our position among the world’s top business schools. Just look at some of the exciting things donor generosity has allowed us to accomplish:

- Launching the Management, Entrepreneurship, & Technology program with our College of Engineering, offering both business and engineering undergraduate degrees to top students
- Opening the Innovation Lab at Memorial Stadium, which provides faculty and students with flexible, studio-style classroom space for team-based, hands-on learning and experimentation
- Powering our school’s startup accelerator, SkyDeck, jointly with Engineering
- Attracting and retaining our world-renowned faculty in a hyper-competitive talent market
- Expanding the offerings of essential experiential learning opportunities to our students...

To maintain our competitive advantage, we’ve launched an ambitious campaign called the Foundation for Excellence. This “campaign within a campaign” focuses specifically on discretionary giving, aiming to increase annual support to $5 million by June 30, 2019, by asking you to make a leadership-level commitment to the Haas Fund over three years. The three-year commitment helps you—our alumni and friends—to recognize the depth of your affinity and commitment to Haas and to participate more fully in this championship team we’ve built together. Why $5 million? We are currently at about $3.7 million and are aiming at least at another $1.5 million of additional exciting investment opportunities each year (e.g., investments in valuable research that will preemptively retain talent or in new ways of delivering cutting-edge course content to alumni digitally). As incentive, an anonymous donor has offered a $1 million Leadership Challenge, which will match dollar-for-dollar any increase in your support to the Haas Fund, in future years.

These discretionary funds and the catalytic seed-fund investments they enable make us stronger, making our school a leader in business education on a different trajectory. I am counting on you to lift Berkeley-Haas a notch on your list of philanthropic priorities this year.
Power of Haas Ideas

ENERGY RESEARCH PROFS. CATHERINE WOLFRAM AND PAUL GERTLER

Supercharged

Profs. Catherine Wolfram and Paul Gertler seek to quantify the economic power of reliable energy

Access to reliable energy sources holds the power to build stronger economies and healthier populations. Now it’s time to quantify it.

That’s the goal that Berkeley-Haas professors Catherine Wolfram and Paul Gertler are seeking through a five-year, $18.5 million research grant from the United Kingdom’s Department for International Development. Wolfram is the research director and Gertler the deputy research director of the Applied Research Programme on Energy and Economic Growth, led jointly by UC Berkeley’s Energy Institute at Haas and Center for Effective Global Action and by Oxford Policy Management, an international development consultancy based in the UK.

Berkeley-Haas recently spoke with Wolfram about goals for the grant.

You’re at the start of an exciting project. What are your main goals?

We want to better understand the mechanism through which energy investments contribute to economic growth in Sub-Saharan Africa and South Asia. It could be directly through benefits to individual households or more broadly in the industrial sector by providing better jobs. Or maybe it’s also through hospitals and schools and the services they provide.

Energy is a big field. Any particular areas of study?

Mainly, the role that electricity plays in economic growth. But we also study the effects of extracted oil and natural gas, because they can also influence the electricity industry. Countries like Nigeria, for instance, have a lot of oil and diesel available, and some researchers argue that this has made it easy for the local electric companies to get away with poor reliability. People who are rich enough have backup generators running on diesel so reliable grid electricity is not critical to the elite.

Where will your research be focused?

Sub-Saharan Africa and South Asia, but we may study some other middle-income countries, as well—places like Mexico and parts of Latin America—to see what happens in a country once it gets nearly full electricity access.

How will the study work?

We’re putting together a worldwide network of researchers who will engage with policymakers to learn about the main barriers they see to developing their energy sectors. If we engage with stakeholders early in the process, we hope we’ll be able to influence policy later on.

We’ll also be doing a lot of field research. In Kenya, for instance, we’re working with the Rural Electrification Authority, and we’ve subsidized rural households to connect to the electricity grid. People in our study have been connected for about two years, and we want to see how having electricity has impacted their lives. For instance, do kids study more at night? Have people started businesses? On the other hand, we may find that the impacts are minimal, suggesting that getting electricity into every rural home may not be the best way to drive economic growth and development. A better way might be getting reliable and high-quality electrical service to commercial establishments that can create jobs. Or getting reliable electricity to health centers so they can refrigerate vaccines and offer better services at night.

We need more research to sort through the alternatives. —Interview with James Daly

The High Cost of Cheap Gas

Effects of souring U.S. gas consumption

By Prof. Lucas Davis

August was the biggest month ever for U.S. gasoline consumption. Americans used a staggering 9.7 million barrels per day—more than a gallon per day for every U.S. man, woman, and child.

The new peak has surprised many. In 2012, after five years of falling gasoline consumption, the U.S. Department of Energy forecast that U.S. gasoline consumption would steadily decline for the foreseeable future. That same year, President Obama announced aggressive new fuel economy standards that would push average vehicle fuel economy to 54 miles per gallon.

Fast-forward to 2016, and U.S. gasoline consumption has increased steadily four years in a row to a new peak. This dramatic reversal has important consequences for petroleum markets, the environment, and the U.S. economy.

How did we get here? There were a number of factors, including the Great Recession. When people have less to spend, they trade in their vehicles for more fuel-efficient models and drive fewer miles. But now, as incomes are increasing again, Americans are buying bigger vehicles with bigger engines and driving more total miles.

The other important explanation is gasoline prices. It is hard to remember now, but gasoline prices peaked during the summer of 2008 to above $4 a gallon and remained steep until late 2014. These high prices reduced gasoline consumption, but now that $2 gasoline is back, Americans are filling up their tanks like never before. U.S. vehicle sales peaked last year, led by trucks and SUVs, and this summer Americans took to the roads in record numbers.

This all illustrates the deep challenge of reducing fossil fuel use in transportation. The available substitutes, such as electric vehicles and biofuels, are expensive and not necessarily less carbon-intensive.

Can new fuel economy standards turn the tide? Perhaps, but as I show in new research, the new rules are yielding smaller fuel economy gains than was expected. With the new rules, the fuel economy target for each vehicle depends on its overall size. So as Americans have purchased more trucks, SUVs, and the like, this relaxes the overall stringency of the standard. Yes, fuel economy has improved—but much less than it would have without this mechanism.

Fuel economy standards may be able to continue increasing fuel economy, but unlike a gasoline tax, standards cannot increase the cost per mile of driving. Americans will drive 3.2 trillion miles in 2016, more miles than ever before. Why wouldn’t we? Gas is cheap.

By Prof. Lucas Davis

August was the biggest month ever for U.S. gasoline consumption. Americans used a staggering 9.7 million barrels per day—more than a gallon per day for every U.S. man, woman, and child.

The new peak has surprised many. In 2012, after five years of falling gasoline consumption, the U.S. Department of Energy forecast that U.S. gasoline consumption would steadily decline for the foreseeable future. That same year, President Obama announced aggressive new fuel economy standards that would push average vehicle fuel economy to 54 miles per gallon.

Fast-forward to 2016, and U.S. gasoline consumption has increased steadily four years in a row to a new peak. This dramatic reversal has important consequences for petroleum markets, the environment, and the U.S. economy.

How did we get here? There were a number of factors, including the Great Recession. When people have less to spend, they trade in their vehicles for more fuel-efficient models and drive fewer miles. But now, as incomes are increasing again, Americans are buying bigger vehicles with bigger engines and driving more total miles.

The other important explanation is gasoline prices. It is hard to remember now, but gasoline prices peaked during the summer of 2008 to above $4 a gallon and remained steep until late 2014. These high prices reduced gasoline consumption, but now that $2 gasoline is back, Americans are filling up their tanks like never before. U.S. vehicle sales peaked last year, led by trucks and SUVs, and this summer Americans took to the roads in record numbers.

This all illustrates the deep challenge of reducing fossil fuel use in transportation. The available substitutes, such as electric vehicles and biofuels, are expensive and not necessarily less carbon-intensive.

Can new fuel economy standards turn the tide? Perhaps, but as I show in new research, the new rules are yielding smaller fuel economy gains than was expected. With the new rules, the fuel economy target for each vehicle depends on its overall size. So as Americans have purchased more trucks, SUVs, and the like, this relaxes the overall stringency of the standard. Yes, fuel economy has improved—but much less than it would have without this mechanism.

Fuel economy standards may be able to continue increasing fuel economy, but unlike a gasoline tax, standards cannot increase the cost per mile of driving. Americans will drive 3.2 trillion miles in 2016, more miles than ever before. Why wouldn’t we? Gas is cheap.

By Prof. Lucas Davis

August was the biggest month ever for U.S. gasoline consumption. Americans used a staggering 9.7 million barrels per day—more than a gallon per day for every U.S. man, woman, and child.

The new peak has surprised many. In 2012, after five years of falling gasoline consumption, the U.S. Department of Energy forecast that U.S. gasoline consumption would steadily decline for the foreseeable future. That same year, President Obama announced aggressive new fuel economy standards that would push average vehicle fuel economy to 54 miles per gallon.

Fast-forward to 2016, and U.S. gasoline consumption has increased steadily four years in a row to a new peak. This dramatic reversal has important consequences for petroleum markets, the environment, and the U.S. economy.

How did we get here? There were a number of factors, including the Great Recession. When people have less to spend, they trade in their vehicles for more fuel-efficient models and drive fewer miles. But now, as incomes are increasing again, Americans are buying bigger vehicles with bigger engines and driving more total miles.

The other important explanation is gasoline prices. It is hard to remember now, but gasoline prices peaked during the summer of 2008 to above $4 a gallon and remained steep until late 2014. These high prices reduced gasoline consumption, but now that $2 gasoline is back, Americans are filling up their tanks like never before. U.S. vehicle sales peaked last year, led by trucks and SUVs, and this summer Americans took to the roads in record numbers.

This all illustrates the deep challenge of reducing fossil fuel use in transportation. The available substitutes, such as electric vehicles and biofuels, are expensive and not necessarily less carbon-intensive.

Can new fuel economy standards turn the tide? Perhaps, but as I show in new research, the new rules are yielding smaller fuel economy gains than was expected. With the new rules, the fuel economy target for each vehicle depends on its overall size. So as Americans have purchased more trucks, SUVs, and the like, this relaxes the overall stringency of the standard. Yes, fuel economy has improved—but much less than it would have without this mechanism.

Fuel economy standards may be able to continue increasing fuel economy, but unlike a gasoline tax, standards cannot increase the cost per mile of driving. Americans will drive 3.2 trillion miles in 2016, more miles than ever before. Why wouldn’t we? Gas is cheap.

By Prof. Lucas Davis
Fit In or Stand Out?

For career success, balance integration and nonconformity, says Asst. Prof. Sameer Srivastava

Is it better to fit in or stand out at work? A new study suggests that the answer depends on your position in your network structure and your degree of cultural alignment. If you stand out culturally but not following the same norms as your colleagues, you’ll need to be part of a tight-knit group and thus fit into your organization structurally to succeed. And if you aren’t a member of any one clique but serve as a bridge across groups that are otherwise disconnected from each other, then you’ll be better off fitting in culturally.

The researchers, published in the American Sociological Review, were co-authored by Haas Asst. Prof. Sameer Srivastava and Amir Goldberg of Stanford’s Graduate School of Business in collaboration with Christopher Potts, Stanford linguistics professor, and Stanford graduate researchers Govind Manian and Will Monroe.

“Most people recognize that if they fail to differentiate themselves from their peers, they are very unlikely to get ahead,” says Srivastava. “Yet fitting into a company creates a larger, motivating sense of identity for employees and enables them to collaborate with others.”

Srivastava and his colleagues, fascinated by that tension, examined a mid-sized technology company’s complete archive of email messages exchanged among 601 full-time employees between 2009 and 2014. The team created an algorithm that analyzed how closely the emails’ natural language mirrored that of their colleagues. For privacy, only emails exchanged among employees were analyzed and identifying information and actual message content were stripped from the data.

“Some of the most informative language categories were ones whose use was governed by cultural norms—for example, talking about family, using personal pronouns, and even swearing,” says Srivastava. “People who fit in culturally learned to understand and match the linguistic norms followed by their colleagues, whereas assimilated brokers, people who are part of a tight-knit group but still stand out culturally, those most likely to get ahead are assimilated brokers.”

“The assimilated broker has connections across parts of the organization that are otherwise disconnected. At the same time, she knows how to blend in seamlessly with each of those groups even if they are quite different culturally,” says Srivastava.

The lesson, says Srivastava, is that if you blend in both structurally and culturally, you can wind up being perceived with suspicion and mistrust. The goal is to find a balance between the two.

The original version of this article was published by the Stanford Graduate School of Business on Insights by Stanford Business.

The Ethics of Women

Gender and social pressure drive unethical decisions

Would you tell a lie to help someone else? A new study says women won’t lie on their own behalf, but they are willing to do so for someone else if they feel criticized or pressured by others.

In contrast, men are the opposite: they do not compromise their ethical standards under social pressure regardless of whether they’re advocating for themselves or anyone else.

The study, “I’ll Do Anything For You: The Ethical Consequences of Women’s Social Considerations,” which received the Best Empirical Paper Award from the International Association of Conflict Management, was co-authored by Prof. Laura Kray of Northwestern University, Maryam Kouchaki of New York University.

“We found that when women act on their own behalf, they maintain higher ethical standards than men,” says Kray. “However, women will act less ethically, such as telling a lie, when they fear being viewed as ineffective at representing another person’s interests.”

The findings are a result of four studies, each involving 160 to 235 participants. One study, designed to better understand the psychological process behind unethical negotiating tactics, showed that women did not completely disregard—but only lowered—their moral obligations regardless of whether they were advocating for themselves or another.

“This suggests that women did not see unethical tactics as more acceptable when helping others ... they lowered their ethical standards because they felt pressured to do so,” says Kray.

The study’s results may appear disturbing. But Kray stresses they are an opportunity for self-awareness. “Ask yourself, ‘What are the constraints and social pressures?’ If we were doing this for myself or someone else, how would I act differently?” says Kray.—PT

Undermining Investor Decisions

The problem with public information

Are investors "mead" to follow CNBC’s Mad Money host Jim Cramer’s stock advice? Would they be better off with media's insights? New research suggests they would.

“People put an enormous amount of weight on information delivered via the media,” says Haas Prof. John Morgan. “As a result, investors become less likely to use the information in an optimal fashion to price the stock. The cost of our markets functioning based on mispriced stocks is greater than the benefits of having public information.”

In the working paper “Experiments on the Social Value of Public Information,” Morgan and co-author Donald J. Dale of Muhlenberg College suggest that policymakers must balance the costs of transparency with the effects of distorted information. “The echo-chamber effect of public information can ruin the way the market should function,” says Morgan.

For this study, undergraduates participating in a stock trading game were given two types of private information: high quality/ reliable and low quality/ less reliable, correlating with fundamental information (a stock’s intrinsic or true value, not market value). Later, they were given public information. Participants tended to overweight the low-quality information in all rounds of the experiment. “It places investors on the horns of a dilemma,” says Morgan. “We would all be better off cooperating but our individual interests are strong. If everyone else is following the news story, then most people think the best thing they can do for their investment strategy is to follow along even if they know they may be wrong.”—PT

Watch videos of faculty and leading business leaders: insights.haas.berkeley.edu
Management Lessons from the Pinnacle of Human Endeavor

For mountaineering and workplace teams, cooperation may be a dangerous symptom of groupthink says Prof. Jennifer Chatman, PhD 88

By Andrew Hill, Financial Times

In his book *Into Thin Air*, the harrowing account of the ill-fated 1996 expeditions up Mount Everest, mountaineer Jon Krakauer recalls his sense of foreboding as he helicoptered into the Himalayas with an ad hoc team of amateurs.

“I attributed my growing unease to the fact that I’d never climbed as a member of such a large group—a group of complete strangers, no less,” he writes. “One climber’s actions can affect the welfare of the entire team. The consequences of a poorly tied knot, a stumble, a dislodged rock, or some other careless deed are as likely to be felt by the perpetrator’s colleagues as the perpetrator.”

I suspected that each of my teammates hoped as fervently as I that [Rob] Hall (their professional guide) had been careful to weed out clients of dubious ability and would have the means to protect each of us from one another’s shortcomings.

In fact, eight climbers died in one day—including Hall—when storms closed in on the many groups, from first-timers and “tourists” to hardened professionals, who were trying to make it to the summit and back.

Confusion and controversy shrouded what happened in the “death zone” above 8,000 meters in 1996, but Krakauer’s concern that the individual actions of one team member could doom the others should have been overlaid by another worry. Collective dedication to a goal can itself be dangerous if it covers up important individual differences, according to a new study, with fascinating implications for how lower-altitude teams are built, motivated, and run.

Berkeley Haas Prof. Jennifer Chatman and her co-authors studied records of more than 60 years of expeditions to the Nepalese Himalayas. It is a rich bank of information—about 40,000 climbers from some 80 countries. Unlike workplace teams, those groups had a clear goal: to reach their summit. They shared one objective and unambiguous measure of failure: the death of a team member.

By parsing this sometimes grim data set and combining it with teamwork experiments, the researchers found that a collective mindset helped diverse teams ignore differences, such as nationality, that were not relevant to their task. But when the collective spirit overrode vital individual differences of, say, experience, the result could be fatal. For example, teams that got into trouble at altitude and assumed that all members had the same expertise as their most knowledgeable climbers sometimes took risks that put lives in jeopardy.

Lessons from extreme situations may seem irrelevant to staffers discussing projects in air-conditioned conference rooms. But Chatman says the research suggests perhaps “the whole team-building fad has overshot the mark,” by placing too much emphasis on cohesion. Lives may not be on the line, but teams that do not value and recognize their differences could be less effective.

There are far more pressing management challenges than how to run diverse teams. Big companies are experimenting with ways to go beyond traditional recruitment in order to widen the pool of staff from which they fish. Deutsche Bank, for instance, is exploring behavioral profiling and testing in its hiring. In her book *What Works*—shortlisted for this year’s FT Business Book of the Year—Iris Bohnet focuses on the difficulties of achieving, then reaping, the advantages of gender balance in the workplace. “Getting it right is not easy,” she writes of the task of designing appropriately balanced, creative, and productive teams.

In the first place, managers need to assess diversity correctly. They then need to set out a clear, collective mission. But they must also identify which of the differences between the team members—nationality, gender, race—have little bearing on the task at hand, and which, such as specific skills and experience, are highly relevant. Cohesion and cooperation may look like virtues, but they could be symptoms of groupthink. The greater the collective will of the team—and the higher the stakes—the less likely people are to dissent, because, in Chatman’s words, “speaking up about risks is like saying you have no confidence in the group.”

In the workplace, these findings place even more burden on the team leader, for whom dissent and friction are unlikely signals of success. But as Chatman says: “Maybe we need to live with a little more discomfort and difference to get these valuable outcomes.”

Emphasizing the ways in which team members are not the same could increase tension within the team. It could mean the group takes longer to reach its goal. But those would be small prices to pay to improve the overall performance—and avoid disaster.

BY JAMES DALY

Susan Chamberlin, MBA 87, and her husband, Steve, spent years planning new structures and cityscapes. Now they’re redesigning the world of public education.

Susan Chamberlin, MBA 87, and her husband, Steve, spent years planning new structures and cityscapes. Now they’re redesigning the world of public education.

It’s an hour after the end of the normal school day at the Summit Tamalpais school in Richmond, California, a time when most schools are quiet of students. But here, on a hill at the northern edge of the San Francisco Bay, it’s different. Even after a school day that began more than eight hours earlier, there is much energy around the building. Students play in the gym, kick soccer balls outside, and take after-hours classes in rooms abuzz with activity. It’s clear that some don’t want to leave.

As a photographer snaps photos of Susan and Steve Chamberlin in an empty classroom, two gum-chewing 12-year-old girls watch from the doorway, excited at the attention afforded these strangers.

“How do you like going to school here?” Steve Chamberlin asks, beckoning them inside.

“I love it,” one, named Natalee, says.

The other, also named Natalie, nods. “I feel so lucky to be here,” she says, then explains how this school isn’t like any she’s ever attended. “We’re even allowed to chew gum,” she says. “It helps me concentrate.”

The girls are surprised to learn that the couple built their school and talk excitedly for several minutes about schoolwork and teachers.

From the moment they start interacting with the students, Steve and Susan Chamberlin beam. “Those are the kind of moments that make it all worthwhile,” Steve says after the girls leave. “I really am proud of these students. Every one.”

Married more than 50 years, Steve and Susan are partners in an ambitious effort to improve local schools. Though technically retired, they remain committed to doing what they’ve done throughout their career: building. For more than four decades, as a highly successful real estate developer and architect respectively, their tools were steel, glass, and concrete. Now they employ different building materials but have similar goals. “Where once they created places for people to live and work, today they’re focused on building innovative facilities and providing them to organizations running schools that expand minds and hearts. It’s an educational experience that’s inspiring (and even fun) for hundreds of middle- and high-school students in the West Contra Costa Unified School District.”

“We believe all kids should have the same chance to attain their dreams,” Susan says. Spearheading their educational philanthropy is the Chamberlin Family Foundation, which was created in 2006 with a simple yet powerful mission: invest in the people and ideas that will vastly improve K-12 public education, particularly where inequitable opportunities impede student potential.

Vision on a hill

For their efforts bettering the lives of others, Susan and Steve Chamberlin have been named Berkeley-Haas’ 2016 Business Leaders of the Year, the highest honor the school bestows. The annual award is presented to leaders not only for their career accomplishments but for going beyond themselves and positively impacting and influencing alumni and students.

For many of the Chamberlin’s associates (and recipients of their generosity), it’s a fitting choice. “Susan and Steve are investing in a vision that starts with the community and its people, and that’s what makes their efforts so powerful,” says Kelly Garcia, executive director of the Summit Public School’s K2 campus in El Cerrito, which opened in 2014. “This is not just about using their skills as builders and designers to create non-traditional learning spaces. It’s about investing in the kids who fill those classrooms and the community that supports the kids.”

The Summit K2 public school was the first school campus for the Chamberlins, one that relied on Steve’s...
opened in August 2015 and serves 320 K–5 and 360 Aspire’s Cal Prep High School, and a new Summit School’s Richmond Technology Academy, the campus complex—which consists of the Aspire Public charter nirvana for middle and high schoolers. The Hilltop mall, they’ve built a pair of schools that represent a lo—

efforts. Across from a sprawling suburban shopping bonds. Despite a legacy of 35 years serving middle—class families, Windrush was another on the long list of private schools to fall victim to the economic crisis. With tuition at $20,000 a year, many parents had pulled their kids out. The Chamberlins toured the school “and made the decision to buy it in a heart—beat,” Susan says.

They then began to work with the Summit Schools organization, a network of charter schools serving the Bay Area’s diverse communities. Summit operates ten schools that have more than 3,000 students, and its chief goal is to prepare kids for success in a four-year college. Over many converts in the area, where schools can be dark and decrepit. This year, the Aspire school re—

Flunking retirement—Susan and Steve’s most ambitious effort to date is in Richmond, Calif., where the couple has lived for more than 20 years and is the focus of their education efforts. Across from a sprawling suburban shopping mall, they’ve built a pair of schools that represent a lo—

cal nirvana for middle and high schoolers. The Hilltop campus complex—which consists of the Aspire Public School’s Richmond Technology Academy, the Aspire’s Cal Prep High School, and a new Summit Tamalpais school—sits on an eight-acre site that was once occupied by a bank and a grocery store. Aspire opened in August 2015 and serves 320 K–5 and 360 high—
honor students. Summit Tamalpais, launched this past August, has 120 seventh graders, but it will serve grades seven through 12 in another five years. Eventually, the two classroom buildings could hold up to 1,400 students combined.

At their schools, like in their careers, the Chamberlins are eager to break down walls. Both the Aspire and Summit buildings are bright, modern, and spa—
cious. Wide roll—up doors open to the outside in a number of classrooms, allowing students access to fresh air and green grass. Both buildings surround a small playing field covered with artificial turf and dot—
ted with small sailings. It’s an aesthetic that has won over many converts in the area, where schools can be dark and decrepit. This year, the Aspire school re—

“Every kid and every family, regardless of their eco—
nomic means or where they live, deserves access to a great school and education that prepares them not only for a career but as a way to support their family and community,” says Steve. “It’s not only essential to them, it’s crucial to the future of the nation.”

Natalie (middle left) and Natalie (middle right) Chamberlin share their new school with Steve and Susan Chamberlin.

long experience as a real estate developer. Once a K–8 private school called Windrush, the Chamberlins bought the four—acre campus in El Cerrito after Win—

Drush was unable to make payments on $13 million in bonds. Despite a legacy of 35 years serving middle—
class families, Windrush was another on the long list of private schools to fall victim to the economic crisis. With tuition at $20,000 a year, many parents had pulled their kids out. The Chamberlins toured the school “and made the decision to buy it in a heart—beat,” Susan says.

They then began to work with the Summit Schools organization, a network of charter schools serving the Bay Area’s diverse communities. Summit operates ten schools that have more than 3,000 students, and its chief goal is to prepare kids for success in a four—year college. Many of the students attending have never had a family member graduate from college. Summit K2 now has 300 seventh—through ninth—grade stu—
dents and aims to have up to 630 middle— and high—school students over the next four years. Susan and Steve’s most ambitious effort to date is in Richmond, Calif., where the couple has lived for more than 20 years and is the focus of their education efforts. Across from a sprawling suburban shopping mall, they’ve built a pair of schools that represent a lo—
cal nirvana for middle and high schoolers. The Hilltop campus complex—which consists of the Aspire Public School’s Richmond Technology Academy, the Aspire’s Cal Prep High School, and a new Summit Tamalpais school—sits on an eight-acre site that was once occupied by a bank and a grocery store. Aspire opened in August 2015 and serves 320 K–5 and 360 high—
honor students. Summit Tamalpais, launched this past August, has 120 seventh graders, but it will serve grades seven through 12 in another five years. Eventually, the two classroom buildings could hold up to 1,400 students combined.

At their schools, like in their careers, the Chamberlins are eager to break down walls. Both the Aspire and Summit buildings are bright, modern, and spa—
cious. Wide roll—up doors open to the outside in a number of classrooms, allowing students access to fresh air and green grass. Both buildings surround a small playing field covered with artificial turf and dot—
ted with small sailings. It’s an aesthetic that has won over many converts in the area, where schools can be dark and decrepit. This year, the Aspire school re—

“Every kid and every family, regardless of their eco—
nomic means or where they live, deserves access to a great school and education that prepares them not only for a career but as a way to support their family and community,” says Steve. “It’s not only essential to them, it’s crucial to the future of the nation.”

We believe all kids should have the same chance to attain their dreams.” —Susan Chamberlin, MBA ’07

Education has long been a cause the Chamberlins have championed, especially at Berkeley—Haas. For many years they taught a course on land use and de—

velopment here, and they also supported the school financially. Passionate about the power of teaching, they helped launch the Haas Center for Teaching Excellence, which helped professional and research faculty hone their teaching skills and intro—
duce new classroom technologies. A donation to the Center for Social Sector Leadership (CSSL) piloted the Social Impact Collective, an initiative geared to philanthropists and impact investors who want to be more strategic with their giving. CSSL has also benefited from Susan’s leadership and support as a member of their advisory board for many years.

“The Chamberlins have contributed so much to the whole package of how we think about real estate edu—
aton at Haas,” says Nancy Wallace, co—chair of the Fisher Center for Real Estate and Urban Economics. They were particularly interested in having students make good career choices, Wallace adds. Indeed, the Chamberlins helped create the Accelerating Careers in Real Estate (ACRE) program. Offered through the school’s Career Management Group, ACRE’s goal is to help student’s figure out their ideal career path in the highly segmented and diverse field of real estate. “They’re both committed to the success of their pro—
fession,” adds Wallace, “both now and in the future.”

While a Berkeley—Haas Adjunct Professor, Steve helped start the NAGIP Real Estate Challenge, a com—
petition among UC Berkeley and Stanford, which is designed to give graduate students hands—on experi—
ence in creating complex real estate projects. Every year, teams are assigned a sample site and given just 60 days to come up with a development proposal, which is judged by a panel of judges. For his work, Steve received the Haas Contributions by Adjuncts and Lecturers (CALS) Award for teaching excellence.

Building schools was not Susan and Steve’s first choice for retirement. High—school sweethearts in Hawai‘i, they both loved the water and began compet—
ing in sailing races from San Francisco to Hawaii. They also undertook a two—year journey through the South Pacific on their 46—foot custom sailboat, named the Surprise after the Royal Navy frigate in several of Patrick O’Brien’s sea—based adventure novels. Now they sail a more modest 28—foot craft called the Hana Hou (Hawaiian for “encore”).

While charting nautical courses provided fun and adventure, the Chamberlins, now 74, grew restless. “Those days were great, but we wanted to use our wealth to promote a social return,” Susan says.

Adds Steve, with a twinkle: “You could say that I flunked retirement.”

A real estate solution to a social issue

Taking on formidable missions, like improving a flawed public education system, doesn’t daunt Susan or Steve in the slightest. Throughout their careers, they’ve both excelled where others have struggled.

Susan earned her bachelor’s degree from Cornell—one of just two women from the Class of 1965 to complete its demanding architectural program. After 20 years practicing architecture, she earned her Berkeley MBA. She then managed people and projects for six years at the Oakland Redevelopment Agency. As her last project, she managed the design team working on a complex state office building project in Oakland. It was, she says proudly, “completed on time and on bud—
g.” Today, she is a trustee of the Oakland Museum of California and a trustee and vice chairman of the UC Berkeley Foundation.

In addition to founding Chamberlin Associates, a successful real estate development firm in Califor—
nia, Steve co—founded Rose/Chamberlin Homes in Philadelphia in 1979. “Much of my homebuilding ex—
perience there was in completing projects where other builders have failed,” he says. “In nearly 40 years, we’ve completed every project we started. No stiffened ven—
dors, no burnt lenders, and we never filed for any form of bankruptcy.”

That legacy of getting the job done with the tools at hand guides them. “Through the Chamberlin Family Foundation and their organization Education Matters (ed—matters.org), they’re not only investing in people and ideas that will create transformational and sus—
tainable changes in K—12 public education but focusing on the needs of students who are too often left behind. Demography, they say need not define destiny.

Both Steve and Susan are themselves graduates of public schools and believe a good education—one that focuses on the individual and includes critical think—
ing—is essential to providing opportunities. When the Chamberlins walk the halls of their cam—
puses, they are met with smiles and enthusiasm by the students as well as the teachers and administrators. Their goal is not to meddle (they consider themselves social entrepreneurs, not educators) but to provide a place of learning, encouragement, and enjoyment that bears both immediate and long—term dividends.

“Every kid and every family, regardless of their eco—
nomic means or where they live, deserves access to a great school and education that prepares them not only for a career but as a way to support their family and community,” says Steve. “It’s not only essential to them, it’s crucial to the future of the nation.”

Building schools was not Susan and Steve’s first choice for retirement. High—school sweethearts in Hawai‘i, they both started sailboat, named the Surprise after the Royal Navy frigate in several of Patrick O’Brien’s sea—based adventure novels. Now they sail a more modest 28—foot craft called the Hana Hou (Hawaiian for “encore”).

While charting nautical courses provided fun and adventure, the Chamberlins, now 74, grew restless. “Those days were great, but we wanted to use our wealth to promote a social return,” Susan says.

Adds Steve, with a twinkle: “You could say that I flunked retirement.”

A real estate solution to a social issue

Taking on formidable missions, like improving a flawed public education system, doesn’t daunt Susan or Steve in the slightest. Throughout their careers, they’ve both excelled where others have struggled. Susan earned her bachelor’s degree from Cornell—one of just two women from the Class of 1965 to complete its demanding architectural program. After 20 years practicing architecture, she earned her Berkeley MBA. She then managed people and projects for six years at the Oakland Redevelopment Agency. As her last project, she managed the design team working on
Berkeley Haas

Albert Lee, MBA 04, co-founder of MyFitnessPal, makes it easy for millions to lead healthier lives.

By Charles Cooper

A Healthy Success

Heading for Haas

Lee grew up a few miles east of Schenectady in Niskayuna, New York, where his father worked as a research scientist for General Electric Global Research and his mother was employed by the government.

Niskayuna wasn’t your typical small town. GE was one of the region’s largest employers, attracting numerous scientists and researchers and their families. Both Brian Chesky, the co-founder of Airbnb, and Colin Angle, the co-founder of iRobot, graduated from the local high school.

“It was a unique place,” Lee says. “Being interested in science or engineering was not necessarily a geeky thing, because that’s what your family did.”

He graduated from UC Berkeley in 1995 with a bachelor’s in economics. After working for a few years in the private sector, Lee returned to campus to earn his MBA. It also marked a turning point intellectually. Lee found himself energized by Haas’s culture, where questioning the status quo was considered the norm.

“I was naturally one of those who was willing to ask questions about things when they didn’t necessarily make sense,” Lee says. “But surrounding yourself with lots of other people who believed in that, too—it had an amplifying effect that was powerful. When I walked out the door at Haas, that was a firmly implanted part of who I would be—in whatever company I would work for and whatever I was going to do.”

From startup to success

Lee’s post-Haas career took him first to eBay and then to Under Armour.

“I’ve decided to work full time on MyFitnessPal,” Mike told Albert. “So when are you going to quit?”

The thought of leaving a comfortable job and jumping into the great unknown left Lee understandably nervous, but the chance to team up had always been a dream for the two siblings. In the end, it was an offer that Lee couldn’t refuse.

The brothers bootstrapped MyFitnessPal for more than two years, living off their savings and the emotional support of their family, who understood at holiday gatherings when the brothers huddled in a corner talking strategy.

But every second was precious. It was 2009 and the Lees needed to scale their business to keep pace with the breathtaking changes taking place in the technology market. Apple had launched the iPhone in 2007, followed a year later by the second version of the phone as well as the App Store. In October 2008, the first Android-powered smartphone had hit the market and use of smartphone apps soared. MyFitnessPal started off as a website, but the brothers saw an opportunity to transition it to mobile devices. One of Lee’s early roles was as the product manager for the iPhone app. Besides writing all of the specs and wireframes, he also worked with a designer to create the screens, then collaborated with his brother and the company’s only engineer to build the app.

“I played an essential role in making the app something millions of people still love and use every day,” Mike Lee says.

By the end of their first year working together, the brothers launched a mobile version of MyFitnessPal for the iPhone, allowing users to track their food intake on the go. That marked a turning point for MyFitnessPal as the app’s popularity soared. Fueling its success was an unrivaled repository for nutrition and calorie data (it now contains over five million foods) and a keen attention to ease of use and the user experience.

The Lee brothers made sure no comment in the forums went unanswered and formed a “customer happiness team” that monitored and responded to users. They also held monthly focus groups. This feedback loop revealed how the technology changed lives. One woman who lost weight with the app said she could get out of a chair for the first time in 20 years without pushing up with her hands. Another recounted that the app helped him discover which foods caused his eczema to flare up. MyFitnessPal’s community was so robust, the Lees never paid to advertise, instead relying on word of mouth.

In 2010, MyFitnessPal received an $18 million funding round led by venture firm Kleiner Perkins. By the end of 2014, more than 75 million users were using the product, which is now the market’s most popular nutrition- and fitness-tracking app.

“I’d be lying if I said that on day one, we thought we had a world-changing product,” Lee says. “But we knew we had something that helped our users to be successful.”

“We knew we needed something that helped our users to be successful. We certainly believed it was valuable and that if we kept working on it, more opportunities would arise.” — ALBERT LEE

Humble and hungry

One of the Haas Defining Principles is to have confidence without attitude. Lee says: “That helped me to see that someone can be a great leader without being arrogant. It’s one of the themes that we talk about at work—being humble and hungry—which also happens to be the name of the cafe at Under Armour headquarters in Baltimore.”

People who know Lee, such as former classmate Marybeth Thomson, MBA 04, say it’s an attribute that informs his management approach. Thomson, who joined MyFitnessPal four years ago, says Lee’s unsung merit is part of someone who “doesn’t seek or need glory—just someone making smart decisions and getting it done.”

Lee joked that when a representative from Haas called to notify him that he was one of this year’s award winners, he wondered whether they had phoned the right person.

“I was really humbled and hope that I can do the award justice,” Lee says. “So many of my Haas classmates have helped me along the way—probably more than they know. I have a lot of people to thank!”
Trailblazing Advocate
Silicon Valley Exec champions women and young entrepreneurs

Kira Makagon, MBA 96
EVP, Innovation, RingCentral
Belmont, Calif.

Earlier this year, when Newsweek crowned seven white males “The Founding Fathers of Silicon Valley,” Kira Makagon sighed—then went to work setting the record straight. In an impassioned rebuttal in The Huffington Post, Makagon wrote the “Valleys are glaring” What, she asked, about the valley’s many “Founding Mothers”? She then identified five worthy contenders.

“Yes, the tech world is mostly men and yes, the founders of most large companies are men,” Makagon said in a recent interview. “But I don’t know if Facebook would be Facebook without [COO] Sheryl Sandberg.”

The reaction wasn’t unexpected from Silicon Valley insider Makagon. By day she serves as executive vice president of innovation at RingCentral, a Belmont, Calif.-based provider of cloud-based communication and collaboration software with over $300 million in revenues and over 350,000 customers. Off the clock, she’s a fierce advocate for women and young entrepreneurs as a frequent public speaker and blogger on LinkedIn, Huffington Post, and elsewhere. Popular topics include flexible workplaces, unconscious bias in hiring, and advice for female CEOs on how to avoid the “glass cliff.”

Makagon herself is a model of a strong female rising through the tech-sector ranks. In her late 20s, then a single mother working full-time while attending Haas at night, Makagon fully understood the obstacles women face. “I was nervous about leaving work to take my son to the doctor,” says Makagon, who was vice president of product development for Scopus Technology. She credits two senior executives with coaching her through the challenges—and inspiring her to do the same as she pursued her dreams of starting her own company. Makagon has co-founded three companies, including Octane Software, which was acquired by Oracle for $3.9 billion in 2006, and RingCentral, a real-time brand management platform acquired by a Hearst-owned digital marketing agency in 2011.

Today, Makagon sees technology as leveling the playing field for women—and men. “I often hear men say, ‘I have to go to my child’s soccer game. I’ll be online at 8:00 p.m.,” says Makagon. “They couldn’t ask, about the valley’s many “Founding Mothers”? She then identified five worthy contenders.

At RingCentral, which she joined in 2012, Makagon oversees worldwide products, R&D and operations, and a global staff of some 800 people. Last year she was instrumental in the company’s expansion from voice and video-based communications into broader collaboration services through the acquisition of Glip, a strategy that helped land numerous new customers. RingCentral has also landed about two years running on a high-profile Gartner list of top innovative companies in its space.

“The key to her success, says Makagon, who’s been named one of the “Most Influential Women in Business” in 2015 and 2016 by the San Francisco Business Times, is her ability to think like an entrepreneur while valuing the processes and standards a large organization like RingCentral needs. “You have to split your brain into two,” she says.

How does her gender help her do that? “There’s an emotional intelligence and an ability to adapt that women have,” says Makagon. “We don’t always need to be heroes” — Krysten Crawford.

As the global senior director of human resources at NetSuite, JoAnne Taylor was dismayed by the disparity of men and women in company leadership positions. In 2013, women constituted 34 percent of NetSuite employees but less than 10 percent of company leadership and were not common in the high-tech world.

In response, Taylor helped found Women in NetSuite (WIN), a global support group for both men and women dedicated to achieving gender equity in high-tech leadership. Taylor’s WIN engaging women to pursue leadership positions by focusing on recruitment, mentorship, education, and networking. WIN holds monthly trainings on topics such as negotiation, addressing unconscious bias, and financial planning for women.

Within a year, the group has over a dozen chapters worldwide and has achieved tangible results, including a new company program offering 16 weeks’ maternity leave for a new birth, leave for new fathers and adoptions, and nursing rooms installed in NetSuite’s U.S. offices. As well, by the close of 2015, women composed 24 percent of NetSuite’s leadership positions and up to 20 percent in 2014.

Taylor credits her education at Haas for giving her the tools to jumpstart her success in high tech.

“When I graduated from Haas, I was at the midpoint in my career in HR,” she says. “I went back to school because I believed in the whole concept of business HR. If I wasn’t speaking the language at the table, how could I be invited to the table? Ever since getting my degree, I feel like my career has taken off.” — MR

Off Script
Adam Goldworm, Founder, Aperture Entertainment
West Hollywood, Calif.

Much about Adam Goldworm screams Hollywood hotshot. He produced his first movie at age 22. He’s developed TV shows, independent films, and big-budget flicks featuring the likes of Robert DeNiro and Bruce Willis. He’s the manager for a bevy of A-list writers and directors. The one Tinseltown trait that Goldworm’s missing? Anything even remotely related to a megalo- maniacal kind.

The New Jersey native studied film at UCLA and then, at 22, became executive producer of Luckytown, a movie starring Kirsten Dunst and James Caan. Three years later he enrolled at Haas, afterwards taking a job with Industry Entertainment, a management and production company. He worked his way up to executive vice president of television, where he helped pioneer a straight-to-primetime TV production model.

With that model, he said an anthology series, “Masters of Horror” to Showtime; it won Emmy Awards. A similar series, “Masters of Science Fiction,” on ABC, was also Emmy-nominated.

In 2008, Hollywood Reporter named Goldworm to its “Next Gen” list of 35 executives under the age of 35.

Today, Goldworm represents some 30 writers and directors and oversees about a dozen active project movies. He is currently in postproduction on the film adaptation of the award-winning graphic novel My Friend Dahmer. In 2014, he ventured into theater production with Taste, an award-winning dramatization of a true story about a German man who agrees to be killed then eaten. At the show’s L.A. premieres, Goldworm stationed a German sausage food truck outside the theater, a nod to the show’s carnivalesque. “For me, the joy is that I get to do something different every day and impact the business in non-traditional ways,” says Goldworm. “It’s the only way to keep it exciting and interesting.” — MR

Confidence Without Attitude
Your Haas Network

A Win for Women
JoAnne Taylor, BCEMBA 06
Global Senior Director, Human Resources, NetSuite, San Mateo, Calif.

‘When I graduated from Haas, I was at the midpoint in my career in HR,’ she says. ‘I went back to school because I believed in the whole concept of business HR. If I wasn't speaking the language at the table, how could I be invited to the table? Ever since getting my degree, I feel like my career has taken off.’ — MR
Victoria Fiore is a former Haas college student when she audited a lecture on nonprofit management. She didn’t know anything about business, but she knew enough to think, “Why are businesses perceived as either evil corporations trying to screw the consumer or do-gooders making the best products but always losing money? There has to be a middle ground.”

There is—and Fiore found it as the director of brand strategy and mission at Plum Organics, the Emeryville, Calif.-based maker of organic baby food. In her dual roles, Fiore oversees brand strategy and mission critical innovation at Plum Organics, the Campbell Soup Company’s San Mateo, Calif.-based maker of organic foods for babies, toddlers and kids, and a subsidiary of the Campbell Soup Company.

In her dual roles, Fiore oversees brand strategy while ensuring that Plum is a “force for good in the business world.” It’s a commitment that led Plum to structure itself as a benefit corporation and to earn certification as a B Corp. Both designations formally signal that social and environmental sustainability are as important as profits to Plum’s long-term strategy.

Fiore is a former Deloitte consultant who also worked in microfinance in India before attending Haas. She was recruited to Plum in 2012 as its first mission team hire. A year later, she launched the company’s Full Effect Program, which has donated nearly $12 million meals to low-income families. She also oversees partnerships with several nonprofits and ad hoc, employee-created initiatives, including a 2014 decision to do a special run of 5,000 pouches of a discontinued cereal because it was one of the few foods a young cancer patient could eat.

“Nobody says, ‘Wait, we don’t have the money to do this,’” says Fiore. “Everybody, including the leadership, knows we’re in the business to help. And that’s what we’re going to do.”

As an engineer with considerable tech skills and an MBA, Shankar Venkataraman, Chief Technology Officer, EverString, explains, “If you get too comfortable, you’ve got to find a way to make things uncomfortable—because innovation comes from the need to seek order from disorder,” he says. “The ability to be flexible keeps us creative.”

Steven Lam’s GoGoVan delivery service now employs 350 people and serves Hong Kong and five Asian countries.
Investing in Our Future

Funding Opportunity

Haas couple makes planned gift to help students graduate with less debt

From undergraduate scholarships and graduate fellowships to faculty chairs and research, planned giving supports a range of Haas activities that benefit new generations of business leaders.

Jim Huhn, BS 50, and Betty Riley Huhn, BS 50, of Carmichael, California, are honoring their time at Berkeley-Haas by committing a $2 million planned gift to endow undergraduate scholarships. Pund will also support a faculty chair in personal finance. After graduating from Berkeley, Jim served in the Navy, then built a career as a certified public accountant, eventually founding an accounting partnership.

Betty was a claims adjuster for Liberty Mutual Insurance and New York Life. Prior to that she worked in Japan for two years for Army special services, the entertainment branch of the U.S. military.

BerkeleyHaas spoke with the couple about their generous donation.

Why are you making a planned gift to Haas?

Jim: We believe in education, and we are extremely proud to be graduates of Haas and the University of California. That helped us in our careers; I think how fortunate I was to be able to go to the university, and I believe in helping others. As graduates of the University of California, we had a certain element of prestige. That opened doors.

Betty: It’s giving back. Everybody should have an opportunity to go to college, and some of the financial aid requirements are so high for lower-middle-class students. It’s them, because it costs them to work and go to school.

What do you hope your gift will accomplish?

Jim: I primarily supported myself through scholarships, working, and living frugally. I graduated from college with no debt, while I recognized that this is typically not possible today, and I want to help students have the same opportunity to get a Haas education without incurring a large debt. We hope that in turn can provide the same opportunities to others.

Betty: The fact that I was a woman who graduated in 1950 and that I had a business degree from Haas was instrumental in helping me acquire jobs, and it also was critical to my success. I want the same for today’s students.

You’ve expressed admiration for Haas’ Defining Principles: Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself. How have those principles resonated with you?

Betty: They’re extremely critical, especially after this election year. Are we as good as we possibly can be? It’s important to go forth with your ideas with confidence and with an attitude that you’re going to succeed. And I truly believe that we should always be learning, whether it helps us in business, socially, or just for ourselves.

What advice would you give the next generation of business leaders?

Jim: Act with integrity and pride.

Betty: I would tell them to go forth with their ideas and to pursue their dreams with confidence.

—Interview with Andrew Flusflaught

Ramping Up

Alumnus increases giving as part of the Haas Foundation for Excellence campaign

Several years after earning a bachelor’s degree in computer science and working in venture capital with startups, Angelos Kottas, MBA 08, was ready for a career change. He wanted to stay in tech but move to a role in a large company that allowed him to manage people.

So he entered the Evening & Weekend Berkeley MBA Program.

“Haas got me through a career transition,” says Kottas. “Before Haas, I was always an individual contributor. After Haas, I began to nurture talent, work with mentors, and manage people. The concepts I learned weren’t abstract—I could see them impact my career.”

Kottas began with product marketing and product management roles at Symantec and VMware and now works as senior director of product marketing at cloud-computing and CRM company Salesforce.

In appreciation of his career-changing experience at Haas, Kottas has consistently given back to the school every year since he graduated and, most recently, committed to donate $16,000 over three years to Haas’ new Foundation for Excellence campaign, which seeks to boost leadership-level unrestricted giving to the Haas Fund. But that’s only part of the reason for Kottas’ philanthropy.

“As I’ve succeeded in my own life, I’ve been able to ramp up my support,” says Kottas. “I give back because I believe that education is played such an important role in my own career and personal life, but also, as state and federal funds for education become scarcer, it becomes more important to support institutions like Haas.”

At a breakfast with Dean Rich Lyons and Haas leaders, Kottas was even more inspired to donate as he learned about new initiatives at Haas: the Management, Entrepreneurship, & Technology Program, a collaboration with the College of Engineering that will allow top undergrads to graduate with degrees in both business and engineering, and the enrollment expansion planned once the new North Academic Building opens in the spring.


In appreciation of his career-changing experience at Haas, Kottas has consistently given back to the school every year since he graduated and, most recently, committed to donate $16,000 over three years to Haas’ new Foundation for Excellence campaign, which seeks to boost leadership-level unrestricted giving to the Haas Fund. But that’s only part of the reason for Kottas’ philanthropy.

“As I’ve succeeded in my own life, I’ve been able to ramp up my support,” says Kottas. “I give back because I believe that education is played such an important role in my own career and personal life, but also, as state and federal funds for education become scarcer, it becomes more important to support institutions like Haas.”

At a breakfast with Dean Rich Lyons and Haas leaders, Kottas was even more inspired to donate as he learned about new initiatives at Haas: the Management, Entrepreneurship, & Technology Program, a collaboration with the College of Engineering that will allow top undergrads to graduate with degrees in both business and engineering, and the enrollment expansion planned once the new North Academic Building opens in the spring.


Angelos Kottas, MBA 08

—Miko Rosen
Managing Innovation

The father of Open Innovation shares his knowledge

Companies that don’t innovate won’t last, but managing innovation can be one of the most difficult tasks facing business leaders. So what’s a good model of industrial innovation? At Homecoming, Henry Chesbrough, PhD 97, adjunct professor and faculty director of the Garwood Center for Corporate Innovation, explored just such a question.

During the talk, Chesbrough, known as the father of Open Innovation, showed how being more open—both in sharing one’s new ideas and in licensing others’ inventions—can help companies thrive. One example is Procter & Gamble. Rather than competing with the Clorox Company in the plastic wrap category, P&G sold its seal-on-contact invention to Clorox for a minority share of profits. The result, Press ‘n Seal, is now a $1 billion business. Swiffer, also a billion-dollar business for P&G, came from a licensing agreement with Unicharm, a Japanese company that created the cleaning system.
Guaranteeing Better Lives
Lisa M. Jones, BS 85
program manager at the Department of the Trea-
sury; received a Samuel J. Heyman Service to Ameri-
can in the Citi-
zens Service category. The award celebrates Jones’ efforts to help low-income communities gain access to capital through a long-term bond guarantee program—at no cost to taxpayers. Since 2013, the program has made available $852 million in loans to finance small businesses, affordable rental housing, day-care centers, senior living facilities, charter schools, and healthcare facilities.

Borrowers
Michael Tamaro, MBA 90
U.S. Air Force, received a Samuel J. Heyman Service to American award for his successful venture in real estate. Since 2013, the program has made available $852 million in loans to finance small businesses, affordable rental housing, day-care centers, senior living facilities, charter schools, and healthcare facilities.
Jesse S. Smith, BS '83

Joel S. Smith, Concord, Calif., writes, "Opened up my own CPA firm in 2012. Finished my master's in taxation in 2014. Had a daughter in 2015. I am delighted to return home this year. I am very excited to attend the Haas 50th Reunion on April 28–30, 2017."

Mike French, Alexandria, Va., is NASA's chief of engineering. Mike's daughter in 2009, "Finished my master's in Calif., writes, "Opened up a new design firm in 2013 and we could not imagine moving to N.Y.C. to work there. Our Defining Principles: Hard work, grit, and a continuous learning attitude. Without that, I believe we would not be the company and advice we are today."

Richard Zen, BS 09, chatting with Michael Jordan, "We had the fortune of meeting Michael Jordan while at Haas. He was named one of the top 100 entrepreneurs of the year and during the community connection. He leads the community, connecting students with professors, and leading locally by example. He is currently working on entitlements for a six-unit residential property in San Leandro and a 24-unit apartment project in San Lorenzo, Calif."
Berkeley Law working with the student-led pro bono projects.

MD-10-30 aircraft generously donated by the ORBIS Foundation.

Alumni Notes

Berkeley, Calif., reports John Courtright, MBA 82

April 28–30, 2017

1982 35th Reunion

Our Defining Principles

The Social Impact Collective

Leveraging wealth and intention for change

The Collective is now accepting applications for our March 2017 Discovery Weekend in Half Moon Bay, California.

Check out the Berkeley-Haas Marketplace for deals from alumni companies: haas.berkeley.edu/groups/alumni/marketplace
**MBA cont.**

I acquired during my graduate studies at UC Berkeley’s Haas School of Business:

1998

Daniel Tellalian, Los Angeles, Calif., writes: “I have taken on a new role as managing partner of Jvwr Capital, a registered impact investment firm based in Los Angeles. We create impact funds, manage portfolios, and bring impact investment advisory services to philanthropies, wealth advisors, and institutions in the U.S. A terrific experience!”

2000

Pascal Hoffmann, Oakland, Calif., describes an unofficial class reunion in San Francisco on August 9th that “was an also opportunity to celebrate a wedding anniversary for Patrick and Carla Feely (yeah!) and a move back to the Bay Area for Blair and Cagie Ruacan (welcome back!) #GoodTime #PunchNot.”

2000

Daniel Tellalian, Los Angeles, Calif., writes: “I have taken on a new role as managing partner of Jvwr Capital, a registered impact investment firm based in Los Angeles. We create impact funds, manage portfolios, and bring impact investment advisory services to philanthropies, wealth advisors, and institutions in the U.S. A terrific experience!”

**Shing Wong, San Francisco, California, asks:** “Have you ever been in a meeting, webinar, or conference and wished you could have the presenter’s slides in front of you to interact with in real time? In early 2016, launched Ampslide (ampslide.com), which enables presenters to live-share presentations in real time to thousands without clunky software. If you’re a presenter, marketer, or conference organizer, sign up now! Join us and welcome Casey to the world!”

**2003

Scott Cheesman, Sonoma, Calif., reports:** “After making the leap from construction and real estate development to health care, I am excited to announce that we have opened our new Direct Urgent Care locations this year. I am privileged to collaborate with all the Haas connections with healthcare companies and real estate developers that have provided—your introductions to financing, potential locations, and vendors have been instrumental in our growth. This has been a very exciting role, and I can’t wait to see where it takes us. We have several new locations in the works, and we hope to continue our rapid pace of growth for the next several years. Please let me know if you have any medically related real estate space you are looking to fill! And if you happen to be feeling ill, please drop in—we will be sure to help you feel better faster!”

**2005

Yan Chow, Orinda, Calif., took a new position in Sonoma, Calif., reports, “As interim director for Mobile Health for America, based in South San Francisco, I have already been the physician lead to help incorporate digital health (wearables, medical devices, and mobile technology) into clinical trials and beyond.”

**2006

Daniel Tellalian, Los Angeles, Calif., writes: “I have taken on a new role as managing partner of Jvwr Capital, a registered impact investment firm based in Los Angeles. We create impact funds, manage portfolios, and bring impact investment advisory services to philanthropies, wealth advisors, and institutions in the U.S. A terrific experience!”

**2007

Kevin Hill, Oakland, Calif., in 2016, grew his business intelligence business, Heights Engagement, which currently fielding Intuit build a custom loyalty program. He’s also continuing his Haas teaching career, with a presentation design course that helps companies communicate their projects and solutions in a more effective manner.”

**2008

Giri Parekh Dunnington, Oakland, Calif., writes: “I moved from the Bay Area to Austin, Texas, in November 2015 and recently rejoined Oracle after working at Facebook. I am director of operations and business development for the Office of the President.”

**2013

Ariel Dekovlo, Berkeley, Calif., reports, “As interim executive director of City Slicker Farms, I shepherded the community planning, design, and construction of a new 1-acre public park and urban farm for Oakland. The West Oakland Farm Opening Day occurred in June 2016, and I stepped down from my role. This August, my husband and I will sail off on a month-long national parks road trip, fulfilling a lifelong dream that we had. Then we’ll be moving to Germany to be close to his family and so that I can learn German! After almost 10 years in Berkeley, this is a big step. But the Bay Area will always be home!”

**2014

Santiago Andring, New York, N.Y., writes: “I’ve joined Jive, a SaaS startup reinventing employee engagement and communications for midsize and enterprise organizations. We’re going to put our efficiency, scale, and experience to work building the next generation of workplace technology. I’ve also joined the board of directors of the 2014 Haas alumni!”

**Open our Online Directory!”

**Prepare your presentations in real time to thousands without clunky software.**
Ezra Reizen has published the book Magic Box Paradigm: A Framework for Startup Acquisitions. An entrepreneur and advisor to startups, Ezra offers practical advice to help entrepreneurs navigate the counterintuitive nature of startup acquisitions—enabling them to avoid the common mistakes which can hurt, or even kill, the deal.

Alastair Tuenker, San Francisco, who joined Macy’s earlier this year in a director role, says, “I lead, direct, and manage a team of 12 in Sillian Valley, New York, and remote to support enhancement of eCommerce systems at Macy.com and Bloomingdales.com. The eCommerce systems include product catalog, content management, imaging systems, retail planning, and forecasting. I am responsible for establishing and maintaining key relationships with the buying, planning, merchandising, creative, and marketing stakeholders and for monitoring and adapting emerging technologies. I welcome opportunities to network with alumni both inside and outside of the retail world.”

2009

Sudhir Naksha, San Francisco, announces, “I joined Macy’s earlier this year in a director role. I lead, direct, and manage a team of 12 in Silicon Valley, New York, and remote to support enhancement of eCommerce systems at Macy.com and Bloomingdales.com. The eCommerce systems include product catalog, content management, imaging systems, retail planning, and forecasting. I am responsible for establishing and maintaining key relationships with the buying, planning, merchandising, creative, and marketing stakeholders and for monitoring and adapting emerging technologies. I welcome opportunities to network with alumni both inside and outside of the retail world.”

2006

Ezra Reizen, BCOMBA 04

Ezra Reizen, MBA 14, and his wife, Alyssa; with twins Ayden and Adler

Did you know?

Berkeley-Haas was a pioneer in teaching entrepreneurship to MBA students.

Read the new Haas history-haas.org/haas-history-book

FALL 2016

John Boydstun, BS 41
Josephine Trichilo, BS 42
Jack Podesta, BS 43
Janet Campbell, BS 44
Alfred Hons, BS 45
Clifford Marsh, BS 47
Lawrence McGuire, BS 47
Glenhill Taylor, BS 47
Milan Wright, BS 47
A Frink, BS 48
Donald Madson, BS 48
Worth Morton, BS 48
Jack Palmer, BS 48
Alexis Bercov, BS 49
Roger Ericsson, BS 49
Edward Macaulay, BS 49
Paul Read, BS 49
William Anderson, BS 50
James Cavanah, BS 50, MBA 51
Clyde Cournale, BS 50
Harlan Nobis, BS 50
Edward Schartz, BS 50
Gerald Scott, BS 50
J Ritchie Dunn, BS 51
Naas Higgins, BS 51
Robert Gil, MBA 51
Clarice Hart, BS 52
William Yoo, BS 52
Paxton Beale, BS 52
Joseph Hostman, BS 53
William Auston, BS 54
Joan Ehlers, BS 54
William Stoffens,BS/54
John Kadlecik, BS 55
Friederick Pracht, BS 55

Curtis Wood, BS 55
Richard D’Azevedo, MBA 56
Non Plomery, BS 56
Frank Stuart, BS 56
Larry Callahan, BS 57
Louis Sirieda, BS 57
Philip Talamantes, BS 57
David Wheeler, BS 57
Donald Dressler, BS 58
Daryl Lenstrom, MBA 59
Donald Eckerson, BS 60
Michael Nurick, BS 60
William Conlin, MBA 60
Robert Kuhn, MBA 60
William Bolton, BS 61
Lawrence Milner, BS 63
Ernest Peach, BS 64
David Fox, BS 65
Warren Harada, MBA 65
Philip Bexley, MBA 66
Johannes Albeck, BS 66
Diane Cannon, BS 66
Frederick Rhine, MBA 66
Robert Quinny, MBA 67
Robert Hays, BS 73
Anthony Navarra, BS 72
Darian Rowland, BS 72, MBA 73
Edward McMillan, MBA 73
Peter Feulich, MBA 73
Konnor Meyer, MBA 76
Diane Cannon, BS 78
Jerry Butzer, MBA 78
John Butler, Friend
Marian Thompson, Friend

IN MEMORIAM

Submit yours at haas.berkeley.edu/alumni

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

IN THE BACK

Do you know another MBA alumnus who should be recognized for his/her outstanding contributions to the business community and the world? Submit your suggestions at haas.berkeley.edu/alumni.
Singing the praises of the sabbatical

At some point, many of us find ourselves in a job that isn’t the right fit, either in terms of career path, job satisfaction, or financial rewards. What should you do then? Here’s my advice: Just get out.

I don’t mean start updating your resume. I mean travel. Move to a new country. Give yourself the time and perspective to open up to new possibilities.

I’m not suggesting you quit your job at the first hint of job dissatisfaction. Even great jobs have periods of unhappiness. But when you spend months thinking “this isn’t the place for me,” maybe it’s time for a career change. In those times, I have found that a sabbatical, particularly when combined with travel or a move to a new country, is a great way to reset my mind and discover a new career direction.

When I graduated from college, I spent two years working at a large systems engineering firm. The job paid well, the hours were reasonable, the work was low stress. I was bored out of my mind. So I saved my money for two years then quit the job, sold most of my possessions, and backpacked around the world for eighteen months.

I was living in San Francisco but spending long stretches in China. It was time for a change. My wife and I booked a monthlong trip to Africa where we decided we were ready to have children and that I would thus need to travel less. So I shut down my consulting business and took a middle-manager position at a mobile phone startup in San Francisco. The next 14 years were a fascinating and rewarding stint in the high-tech industry. I presided over the rapid growth and large-scale layoffs of the dot-com boom, raised venture money, and helped build and sell a successful company. My wife and I raised two kids to teenagers.

Several years ago, it was clear that my latest startup wasn’t going to succeed. I told my wife it was time to look for a new job. “No,” she said, “it’s time for us to move overseas.”

Within a year we’d stored our possessions, sold the car, rented the house, and found an international school. We used our savings and San Francisco’s hot rental market to finance a move to Spain.

In the end, our time on earth is defined by more than our jobs. So, by all means, land your dream job, work with passion, and have a great career. But during your life’s journey, don’t forget to also take time to just get out.

Tom Stahl, MBA/MA (Asian Studies) ’93, recently returned to San Francisco after two years in Barcelona. Prior to living in Spain, he was COO and CFO of two venture-funded mobile companies. He has also worked as a telecom consultant in China, a political consultant in Taiwan, an engineer, a short-order cook, and a paperboy. Tom is an award-winning photographer and is married to Julie Kim, MBA ’93.