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BerkeleyHaas

Fall 2016

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Quantifying the economic power of reliable energy in developing nations

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Mountaineering illustrates the dangers of groupthink for workplace teams

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Albert Lee, MBA 04, helped make MyFitnessPal the world's leading fitness app



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

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Fall 2016

FEATURES AND DEPARTMENTS **The Beyond Yourself Issue**



Albert Lee, MBA 04 (above), and his brother, Mike, co-founded MyFitnessPal, which by 2014 had become the market's most popular nutrition and fitness tracking app. Under Armour subsequently acquired MyFitnessPal for \$475 million. This fall, Lee was awarded Berkeley-Haas' Leading Through Innovation Award. **Page 16**

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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

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Members of the UAE Happiness Initiative

1

Spreading Happiness

Executive Education

The United Arab Emirates is about to get happier. Using research into the science of happiness and positivity by UC Berkeley Psychology Professor Dacher Keltner, the UAE has partnered with UC Berkeley Executive Education and The Greater Good Science Center to create a more positive workforce and, ultimately, a happier country. Sixty “Chief Happiness and Positivity Officers,” who were appointed by the UAE Prime Minister’s Office, are being trained by a cross-section of Haas and UC Berkeley faculty experts in the areas of business, psychology, leadership, and public policy on topics including mindfulness, creating metrics around happiness and positivity, and leading happy people and organizations. The training and development program, which will be taught in both Dubai and Berkeley, supports a five-year initiative by Prime Minister Mohammed bin Rashid Al Maktoum.



2

Research Haas on the Case

Research

California Management Review has

published numerous new cases (cases.haas.berkeley.edu) by Haas faculty, including examinations of Google and Niantic Labs (by Lester Center Founding Exec. Dir. Emeritus Jerome Engel); Levi Strauss & Co. and Patagonia (both co-written by Center for Responsible Business Exec. Dir. Robert Strand); Virgin America (by Exec. Dir. of Emerging Initiatives Adam Berman and Lecturer Frank Schultz); Sanergy (by Visiting Faculty Jennifer Walske and Prof. Laura Tyson); Genentech (co-written by Senior Lecturer Homa Bahrami); and Disruption in Detroit: Ford, Silicon Valley, and Beyond (by Lecturer Ernest Gundling).

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Rankings

Best in Show

The Berkeley Master of Financial Engineering (MFE) Program is #1 — x2. The program came out on top recently in two major rankings of U.S. financial engineering programs: the TFE Times, which is based on mean GRE/GMAT scores, starting salary and bonuses, undergrad GPA, acceptance rate, and employment outcomes, and Quantnet, a financial engineering website. In the Quantnet ranking, Haas tied for #1, up from #2 last year.



Entrepreneurs

Female Capital

Just how successful are Berkeley-Haas alumnae entrepreneurs? According to research firm PitchBook, female startup founders who earned their undergrad degree from Haas were #2 in securing venture capital, tied with the University of Pennsylvania. In all, 104 Haas women founders were backed by VC funding. Stanford took the top spot with 125. Harvard came in fourth with 100. According to the data, since 2010, 430 undergrad alumnae from these four universities have started 418 companies and have raised more than \$5.3 billion in total venture capital.

5

New Building Looking Sharp

New Building

Looking Sharp



North 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.

6

Faculty 100K Club

Faculty

Prof. David Teece and Ross Levine each

achieved an important milestone, according to Google Scholar: more than 100,000 citations of their published research. The achievement marks the growing influence of their scholarly findings among other academics. Teece’s most cited paper is “Dynamic Capabilities and Strategic Management,” published in *Strategic Management Journal* in 1997. Levine earned the distinction for a series of co-authored papers showing that financial intermediaries and markets exert a powerful influence on long-run economic growth.



Prof. David Teece and Ross Levine

Berkeley Pride

75 & Fabulous

Happy 75th birthday to Oski, UC Berkeley’s beloved mascot. The septuagenarian is busier than ever with some 300 events a year and his own Twitter handle, Facebook page, and Lair of the Golden Bear camp. Oski, who began as a *Daily Californian* cartoon strip in 1941, has appeared at retirement parties, children’s hospitals, and East Coast fundraisers, in addition to sporting events. He’s even walked a bride down the aisle. His name derives from “Oski Wow Wow,” which had long been part of spirit yells at UC Berkeley and other schools. 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.



Oski Bear



8

Fallout and Future

Dean’s Speaker Series

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.”

9

Honoring a Pioneer

Faculty

Adj. Prof. Nora Silver kept hearing MBA students say that they wanted to create global social change. So she created a class to teach students how to frame effective social movement strategies. “Large-Scale Social Change: Social Movements” examines dozens of historical and contemporary social movements, such as civil rights and Black Lives Matter. For her work, Silver, the faculty director of the Center for Social Sector Leadership, received the Aspen Institute Faculty Pioneer Award, which honors business school faculty who are teaching “business practices that help corporations confront society’s grand challenges.” Watch Silver explain more about the course: haas.org/nora-silver.



Adj. Prof. Nora Silver

PHOTO: PEG SKORPINSKI

BY THE NUMBERS

Giving Results

Thanks to all the donors who helped us surpass previous fundraising successes in FY16.

\$35.9M

Raised for Berkeley-Haas, July 1, 2015-June 30, 2016

7,265

Number of donors—highest ever

\$694,401

One-day fundraising record for the second-annual Big Give in 2015

\$3.6M

Given to the Haas Fund—the most in a single year



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

Impact Investing

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



Assoc. Prof. Adair Morse

Morse, along with Brad Barber and Ayako Yasuda, both of UC Davis, investigated 3,500 limited partners, 5,000 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 Principles 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.



Correction

In the Summer 2016 issue, Paul Jansen’s title was incorrectly stated in the article “Building a Cross-Sector Career.” It should be Haas Adjunct Professor.

When it comes to impact investing, supply is failing to meet demand, a new study co-authored by Assoc. 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.



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 measures legalizing 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 Barnette, a Duke Fuqua MBA and former Bank of America investment banker who owns a cultivation center and dispensary. The study was spearheaded by Mohsin Alvi and Jamaur Bronner, MBA 16s, 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 Malaeb, BS 17, along with lead author Rui de Figueiredo, Haas associate professor, appears in the Berkeley-Haas Case Series and the *California Management Review*.

De Figueiredo says there are challenges facing the fledgling industry that, taken together, are unique. These include questions about strategy, leadership, and—given that the federal government classifies marijuana among the most dangerous drugs—public policy. “Basically, the legal side of the industry is starting from scratch,” says de Figueiredo. “You don’t typically see that in traditional business-school cases and discussions.”

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. Profs. Jennifer Chatman, PhD 88, 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 promoting diversity and inclusion.

This year, the incoming full-time MBA class includes a record 47 Consortium fellows—the largest group among the organization’s 18 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 40 percent of the program overall.



Incoming full-time MBA students pose for a selfie during orientation week.

DEAN’S LETTER



Promoting November’s Big Give with Matthew Hahn, MBA 17; Carina Serreze, MBA 17; Jennifer Kodja, BS 19; Dean Lyons, BS 82; Patrick Burden, BS 17; Susy Schöneberg, MBA 17; and Juan Casanova, MBA 17

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-renown faculty in a hyper-competitive talent market
- Expanding the offerings of essential experiential learning opportunities to our students...

...and much more. Every one of these successes has something in common: they were germinated from the Haas Fund, a discretionary fund that I use to make the 10 to 20 exciting “seed stage” investments each year that drive our school’s future strength and reputation. These investments typically fall into three buckets: student/alumni opportunities, programs, and faculty retention. The Haas Fund is the high-powered money I use to spark advances in these areas.

Sincerely Yours,

Rich Lyons

Rich Lyons, BS 82
lyons@haas.berkeley.edu | @richlyons

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 I am seeing at least another \$1.5 million of additional exciting investment opportunities each year (e.g., investments in valuable research that will preemptively retain faculty 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 between \$2,500 and \$99,999. The \$1 million matching fund is just the kind of turbo-charge we need, and we’ll do our best to have something like this in place to accelerate this category of giving in future years.

These discretionary funds and the catalytic seed-fund investments they enable me to make are putting our school 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

FACULTY
THOUGHT
LEADERSHIP

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.

BerkeleyHaas 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'll 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 to 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*



ILLUSTRATION BY KOTRYNA ZUKAUSKAITE

The High Cost of Cheap Gas

Effects of soaring U.S. gas consumption

By Prof. Lucas Davis



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.

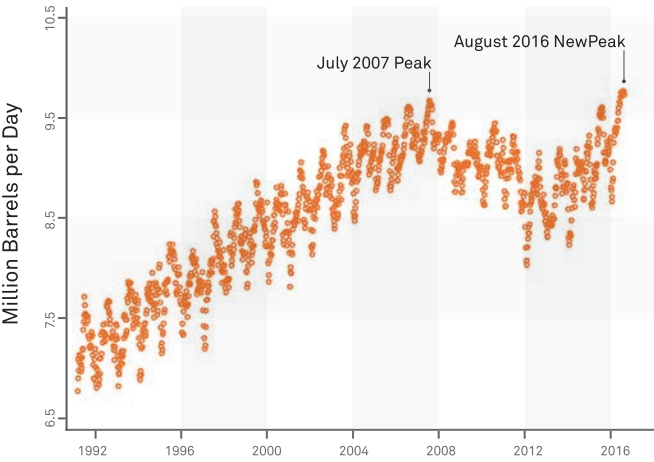
The other important explanation is gasoline prices. It is hard to remember

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. So, 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.



This is a shorter version of a post on the Energy Institute's blog: energyathaas.wordpress.com.

Power of Haas Ideas

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LEADERSHIP



Watch videos of faculty and leading business leaders:
insights.haasalumni.org.

ON THE JOB ASST. PROF. SAMEER SRIVASTAVA

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 by 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 better fit in culturally.

The research findings, 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 is governed by cultural norms—for example, talking about family, using personal pronouns, and even swearing. People who fit in culturally learned to understand and match the linguistic norms followed by their colleagues," says Srivastava.

The researchers then studied employee age, gender, and tenure, and identified those who had left the company, whether voluntarily or involuntarily. Four organizational archetypes emerged: "doubly embedded actors," "disembedded actors," "assimilated brokers," and "integrated nonconformists."

A doubly embedded employee is someone both culturally compliant and part of a dense network. Such a person is unlikely to get exposed to novel information and will struggle to propose new ideas. They were over three times more likely to be involuntarily terminated than those identified as integrated nonconformists, people who are part of a tight-knit group but who still stand out culturally. Those most likely to get ahead are assimilated brokers, people high on cultural fit and low on network cliqueness. Integrated nonconformists also gained more job success.

"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 these 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 risk being seen as bland and unremarkable. At the same time, if you try to serve as a bridge across groups but lack the capacity for cultural conformity, 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.



ILLUSTRATION BY STEPHAN SCHMITZ

The Ethics of Women

Gender and social pressure drive unethical decisions



Prof. Laura Kray

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 and lead author Maryam Kouchaki of Northwestern 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 from 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 others.

"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 I were doing this for myself or someone else, how would I act differently,'" says Kray. —PT

Undermining Investor Decisions

The problem with public information



Prof. John Morgan

Are investors "mad" to follow CNBC's *Mad Money* host Jim Cramer's stock advice? Would they be better off without 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

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, these 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 corporate 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 few 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.

From the Financial Times, 12 September 2016. “Management Lessons from the Pinnacle of Human Endeavor,” Andrew Hill. © The Financial Times Limited 2016. All Rights Reserved.

ILLUSTRATION BY DULCE LOPEZ

Avid sailors (and high-school sweethearts) Steve and Susan Chamberlin have long championed education. At Berkeley-Haas, they've funded many important initiatives benefitting students and faculty alike.

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.

BY JAMES DALY

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 careers: 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 cre-

ated 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



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 Windrush 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 heartbeat,” 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 students 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 local 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 story. Aspire opened in August 2015 and serves 320 K–5 and 360

Natalee (middle left) and Natalie (middle right) express their excitement with their new school with Steve and Susan Chamberlin.

“We believe all kids should have the same chance to attain their dreams.”

—Susan Chamberlin, MBA 87

high-school 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 spacious. 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 dotted with small saplings. 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 received 2,400 applications for the 160 available seats in its two schools at Hilltop. The Summit school, in its first year, received two applications for every opening.

Perhaps best of all, the school facilities built by the Chamberlins are all financially stable and don’t require ongoing philanthropy. “We wanted to create something that was sustainable; something that would outlive the year-to-year funding,” says Steve. The Chamberlins paid for all of the schools’ land and facilities. The daily operation of the schools is funded the same as all public schools in California, by the state; they are free public schools open to all children.

Flunking retirement

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 have 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 introduce 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 benefitted 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 education 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 profession,” adds Wallace, “both now and in the future.”

While a Berkeley-Haas Adjunct Professor, Steve helped start the NAOIP Real Estate Challenge, a competition between UC Berkeley and Stanford, which is designed to give graduate students hands-on experience 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 jurors. For his work, Steve received the Haas Contributions by Adjuncts and Lecturers (CAL) Award for teaching excellence.

Building schools was not Susan and Steve’s first choice for retirement. High-school sweethearts in Hawaii, they both loved the water and began competing 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’Brian’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 budget.” 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 California, Steve co-founded Rouse/Chamberlin Homes in Philadelphia in 1978. “Much of my homebuilding experience there was in completing projects where other builders have failed,” he says. “In nearly 40 years, we’ve completed every project we started. No stiffed vendors, 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 sustainable change 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 thinking—is essential to providing opportunities.

When the Chamberlins walk the halls of their campuses, 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 economic means or where they live, deserve 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.”

Summit Tamalpais school in Richmond, Calif., is bright, modern, and spacious. Wide roll-up doors open to the outside in a number of classrooms, allowing students access to fresh air and green grass.



Albert Lee, MBA 04, and his brother, Mike, co-founded MyFitnessPal, which by 2014 had become the market's most popular nutrition- and fitness-tracking app. Under Armour subsequently acquired MyFitnessPal for \$475 million.

A Healthy Success

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

By Charles Cooper

Albert Lee's world would never be the same following the blockbuster announcement that Under Armour was paying \$475 million to acquire MyFitnessPal, the company he and his older brother, Mike, had spent 10 years building into the world's most popular nutrition and fitness app. But as congratulations poured in from friends and acquaintances, all he wanted was a quiet spot to savor the moment.

"Everyone was super happy for us, but I just had this moment where I had to go and hide," says Lee, who slipped into a phone booth located in the company's offices. "I was thinking about how far we had come and how I never expected to end up where we ended up, and what an amazing and overwhelming feeling this was," he says.

By any definition, it had been a breathtaking journey for a kid who hails from a small town in upstate New York, and Lee's extraordinary success was honored in November with the Berkeley-Haas Leading Through Innovation award. The accolade recognizes alumni who have served as exemplars to others in the Haas community.

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 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 Yahoo, before he joined a now-defunct startup in 2006 called Next Internet. Then Mike called. His brother had been developing a diet-tracking app as a side project, and he needed his sibling's help.

"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 the 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 first 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.

"Al 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 2013, 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 was 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 success-

"We knew we had 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

ful. We certainly believed it was valuable and that if we kept working on it, more opportunities would arise."

And this they did in spectacular fashion, when athletic-gear maker Under Armour bought MyFitnessPal in February 2015.

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 unassuming mien 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."

Your **Haas** Network

CONFIDENCE WITHOUT ATTITUDE

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 “fallacies 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, a CRM provider that sold for \$3.2 billion in 2000, and Red Aril, 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 do that before.”

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 for 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*



Entrepreneur and tech exec Kira Makagon, MBA 96, is a fierce advocate for women and young entrepreneurs as a frequent public speaker and blogger.

PHOTOGRAPH BY NOAH BERGER

A Win for Women

JoAnne Taylor, BCEMBA 06
Global Senior Director, Human Resources, NetSuite, San Mateo, Calif.



As 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—sadly common in the high-tech world.

In response, Taylor helped found Women in NetSuite (WIN), a grassroots group of both men and women dedicated to achieving gender equity in high-tech leadership. Taylor’s WIN encourages 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, up from 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, MBA 03
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? Attitude—of the megalomaniacal 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 sold 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 to watch.

Today, Goldworm represents some 30 writers and directors and oversees about a dozen active movie projects.

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. premiere, Goldworm stationed a German sausage food truck outside the theater, a nod to the show’s cannibalism. “For me, the joy is that I get to do something different every day and impact the business in non-traditional ways,” says Goldworm. “I find ways to keep it exciting and interesting.” —*KC*

Your **Haas** Network

Mission Critical

Victoria Fiore, MBA 12
Director, Brand Strategy & Mission, Plum Organics
Emeryville, Calif.



Victoria Fiore was a young 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 foods for babies, tots, 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." —*KC*

Valuable Vantage Point

Shankar Venkataraman, MBA 00
Chief Technology Officer, EverString
San Mateo, Calif.



As an engineer with considerable tech skills *and* an MBA, Shankar Venkataraman takes a comprehensive view of business. And he credits his time at Haas as a crucial part of developing this capacity.

"At Haas I got exposure to classmates who were on the product management side and a chance to participate in

entrepreneurship competitions, both of which helped me get a better sense of business," he says. "I went from being a pure techie to being someone who can see the bigger picture—the forest *and* the trees."

The combination has served him well throughout his career. In September, Venkataraman became CTO at marketing consulting firm EverString. Previously, he served as chief scientist at Marketo and as a distinguished engineer at IBM, where he managed that company's Big Data and analytics platform. And he's worked in various leadership capacities at a variety of other firms, including Remedy, Outride, Yodlee, and Epiphany.

At EverString, Venkataraman is helping apply machine learning to marketing to help better understand customers. "We're trying to get to the point where we marketers and salespeople can create 'play lists' of leads and opportunities similar to the way you get the music you're seeking on Pandora," he says.

Fully knowing one's target market means toggling between macro and micro, between industry trends and individual customer needs, a challenge when something needs to change, Venkataraman says. But the skills he gained at Haas give him the confidence to solve any problem.

"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." —*KMY*

Steven Lam's GoGoVan delivery service now employs 350 people and serves Hong Kong and five Asian countries.



PHOTO COURTESY GOGOVAN

QUESTION THE STATUS QUO

The Power of Perseverance

Alum's on-demand delivery service takes off

Steven Lam, BS 10
Co-founder and CEO, GoGoVan
Hong Kong, PRC

Steven Lam doesn't discourage easily. In fact, he enjoys a good challenge. Because of his perseverance, his Hong Kong-based, on-demand delivery and transportation company, GoGoVan, is a successful venture, with 350 employees and service in China, Taiwan, Singapore, South Korea, and India, as well as Hong Kong.

"It's easy to start a business, but sustaining it is another story," Lam says. "Haas helped me develop that ability to just keep going, even when things don't seem to be working out right away."

Lam grew up in government housing in Hong Kong. His parents assumed he would follow in his father's footsteps and become a construction worker, but after a visit to his uncle in 2005, Lam wasn't so sure.

"My uncle sent us all tickets to visit him in Los Angeles," Lam says. "My parents were talking about how they didn't have the money to send me to the U.S., but my uncle said, 'I came to the States with \$20 in my pocket—why does he need a bunch of money to come here?' I realized he was right and decided to take a chance."

In October of that year, Lam came to California on his own and enrolled in Diablo Valley College in Pleasant Hill—because of its reputation for a high transfer rate to Berkeley, he says. His uncle helped him find work at a Chinese restaurant owned by a family friend, but Lam also put together a variety of small business ventures, including repairing bikes and computers and reselling first-generation iPhones on eBay. The money he earned covered his two years of community college, and, once he transferred to UC Berkeley, it covered his tuition there as well.

The idea for GoGoVan came from a business Lam launched when he returned to Hong Kong after graduation. Working for the restaurant in the U.S., he'd delivered countless orders, all packaged in cardboard takeout boxes printed with the restaurant's information. But in Hong Kong, restaurants used Styrofoam containers that wouldn't take printing. So Lam bought a bunch of the boxes and offered delivery services to restaurants, using stickers to customize the containers for them.

Since he didn't have the money to buy his own delivery truck, he had to use a call center to arrange deliveries—an inefficient system vulnerable to delays. So Lam and two friends founded GoGoVan in 2013. A mobile app matches customers with a van and driver for deliveries or transportation. Drivers can set their own fees and schedules.

Lam's takeaway? What he learned at Haas consolidated his conviction that entrepreneurship demands perseverance—and daring, he says.

"Our defining principle Question the Status Quo really means dare to venture," he says. "Berkeley gave me the tools to start a company that disrupts business as usual—and solves a real-world problem." —*Kate Madden Yee*

Investing in **Our Future**

Beyond Yourself

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 benefits new generations of business leaders.

Jim Huhn, BS 52, 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. Funds 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 accountancy 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 become impossible for them to work and go to school.

What do you hope your gift will accomplish?

Jim: I primarily supported myself through scholarships, working, and saving money, so I graduated from college without debt. I recognize 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 they 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 others.

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 Faught



Jim Huhn, BS 52, and
Betty Riley Huhn, BS 50

PHOTOGRAPH BY JIM BLOCK

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 product 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 \$15,000 over three years to Haas' new Foundation for Excellence (FFE) 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 Haas has 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 this spring, 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.

Kottas' desire to go beyond himself and



Angelos Kottas, MBA 08

give back to Haas aligns with Salesforce's philosophy that the business of business is to make the world better, making it easier for him to grow his philanthropy.

Salesforce commits 1 percent of the company's technology, people, and resources to improve communities around the world and encourages employees to also adopt the same model for their own charitable works. To this end, Salesforce offers seven days of annual paid time off for employees to take on volunteer work.

To encourage employee giving, Salesforce, which normally matches employee donations up to \$2,500 in a year, will instead match donations up to \$5,000 if the employee also fulfills seven days of volunteer service (1 percent of their time). To get the full match for Haas, Kottas plans to fulfill his seven-day service commitment by volunteering at the school.

"Salesforce really is supportive of volunteer activity," says Kottas. "It's an enormous gift to be able to give 56 hours of volunteer time every year."
—Mike Rosen

UPCOMING EVENTS

[haas.berkeley.edu/
alumni/calendar](https://haas.berkeley.edu/alumni/calendar)

3rd Annual World Open Innovation Conference

December 15-16, 2016
Barcelona, Spain

18th Annual Berkeley-Haas Celebration in Silicon Valley

February 1, 2017
Atherton/
Menlo Circus Club

15th Annual Berkeley-Haas Celebration in San Francisco

March 8, 2017
San Francisco/Gap Inc.

21st Annual Women in Leadership Conference

March 11, 2017
Berkeley

Haas Healthcare Conference

March 17, 2017
San Francisco

22nd Annual POWER Conference on Energy Research & Policy

March 24, 2017
Berkeley

Reunion Weekend

April 28-30, 2017
Berkeley

Alumni Conference

April 29, 2017
Berkeley

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

Haas **Worldwide** Events



Get involved with an alumni chapter in your area:
haas.berkeley.edu/alumni/community/chapters.html

Haas Homecoming Students Always



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.

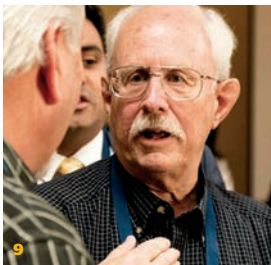
One example is Procter & Gamble. Rather than competing with the Clorox Company in the plastic wrap category, P&G sold its seal-on-contact invention to Clorox for a minority share of profits. The result, Press 'n Seal, is now a \$1 billion business. Swiffer, also a billion-dollar business for P&G, came from a licensing agreement with Unicharm, a Japanese company that created the cleaning system.



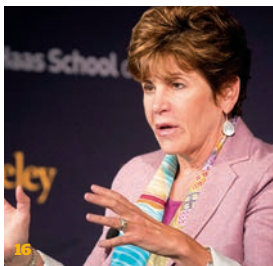
- Africa Business Forum**
1 Tambu Kisoki and Yvette Ankunda, BS 17
2 Co-chairs Remona Moodley and Sadiya Nur, MBA 16s
3 Olivia Anglade, MBA 16, and Serge Ouedraogo, MBA 15



- Full-Time MBA Orientation**
4 Adrian Williams, Mary Harty, and Mariana Martinez Alarcón, all MBA 18s
5 Zachary Garrett, Nonyerem Onyeodor, and Yvener Petit, all MBA 18s
6 Faraz Bala, MBA 18, and Nikita Mitchell, MBA 15
7 Kristin Groos Richmond, MBA 06



- Haas Volunteer Conference**
8 Chapter of the Year (Silicon Valley) winners Victor Adint, MBA 98, and Abha Bhagot, MBA 10, with Dean Rich Lyons, BS 82
9 East Bay Chapter Co-Pres. Steve Wood, BS 66, MBA 67
10 Former Los Angeles Chapter President Natalie Alchadeff
11 Boston Chapter President Dan Parker, MBA 11



- Homecoming**
12 Kelly Bo, BS 17, Chris LaFera, BS 17, and Divya Saha, BA 18 (Econ.)
13 Emily, MBA 08, and Andrew Walling
14 Dan Asera, BS 69
15 Faris Natour and Robert Strand of the Center for Responsible Business



- Dean's Speaker Series**
16 Deborah Hopkins, chief innovation officer, Citigroup & CEO, Citi Ventures
17 Bob Shanks, EVP and CFO, Ford Motor Company
18 Christie Smith, managing principal, Deloitte University Leadership Center for Inclusion



- Haas Sacramento Alumni Chapter Event**
19 Craig Mitchell, BS 92; Steve Ricketts, MBA 69; and John Krizman
20 Shaoching Bishop, BS 97, and Will Boeger, MBA 83
21 Brian Miller, MBA 07; Pankaj Pathak, MBA 19; and Brent Haapanen, MBA 13

Haas Alumni Notes



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

ALUMNI NEWS **Accolades**



Lisa M. Jones, BS 85

Guaranteeing Better Lives

Lisa M. Jones, BS 85, program manager at the Department of the Treasury, received a Samuel J. Heyman Service to America Medal in the Citizen Services category. The award celebrates Jones' efforts to help low-income communities gain access to investment 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.



April Underwood, MBA 07

Alumna with Influence

April Underwood, MBA 07, VP of product at workplace collaboration platform Slack, was named to *Fortune's* 40 Under 40 list for 2016. The annual

ranking notes the most influential young people in business. Underwood was noted for her software development skills. She helped triple the number of Slack's active users to 3 million in her first year and has a vision that involves an \$80 million fund to invest in software startups that complement Slack's offerings. As well, she co-founded #Angels, an all-female team of investors, in her spare time.



Catherine Atzen, BCEMBA 07

Cover Story

Catherine Atzen, BCEMBA 07, the founder of ATZEN Superior to Organic Skin Care, was recently featured on the cover of *Dermascope Magazine*, a leading aesthetics and skin care periodical. Atzen was recognized as a legend for her decades of contributions to the field. She's had a successful career as a skin care entrepreneur and is credited with coining the term "day spa."

California's Best

Il Fiorello olive oil company, owned by **Mark Sievers, MBA 83**, was awarded the Best of California award for its olive oil at the California State Fair. The award is one of more than 60 local and international accolades the company has received in



Mark Sievers, MBA 83

competitions since 2009. In 2013, it was named as one of the best olive oil producers in the world at the New York International Olive Oil Competition.



Trevor Traina, MBA 96

Leading the Experience Economy

Trevor Traina, MBA 96, founder and CEO of If-Only, received a 2016 *San Francisco Business Times* Tech & Innovation Award, which honors entrepreneurs who are providing high-tech solutions to real-world problems. If-Only, a marketplace to buy and sell unique experiences, often with local experts, was honored for blazing a path in the "experience economy." Each experience or product If-Only sells benefits a charitable cause. Since its inception, If-Only has expanded beyond the Bay Area to Los Angeles, New York, Boston, and Mexico.

UNDERGRADUATE

1950

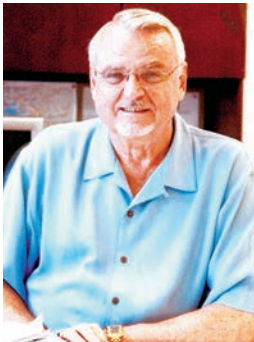
Paul McKnight and **Mimi Knox** led the class council to the Department of Anthropology to see the famous Phoebe Hearst's treasures, which will be displayed in public in 2017 for the first time in decades. "Many may remember some were stored in the basement of Hearst women's gym and pool," Paul writes. "We encourage alums to check out the new gallery in Kroeber Hall, to open early next year."

"Our class is looking for a reunion venue for two years from now. Start planning for a spectacular get-together. You will be getting details down the road."

1952

George Tucker. See MBA 1956.

1963



Michael B. Wood, BS 63

Michael Wood, Honolulu, writes "75 and still active and successful in my commercial real estate development career with projects including shopping centers, office buildings, assisted living, and self-storage."

"Wife Joanne and I have completed our 53rd year in Honolulu and have been able to travel extensively the past 15 years. We celebrated our 55th anniversary with family in Sydney, Australia, watching Cal beat the University of Hawaii. GO

BEARS! The Wood family has provided four track-and-field scholarships each year over the past nine years. I completed my degree in business administration in 1963, so my only Haas experience has been numerous visits to the fabulous campus."

1977

Susan (Napper) Campbell, Sonoma, Calif., reports, "After working 23 years, in 2000 I became a full-time stay-at-home mom. My son, Michael, graduated in June 2016 from UCSB. My daughter, Kathryn, is a junior in high school."

"My husband, Craig (who retired in 2001), and I spent five weeks this summer with our children in England and had a fabulous time in London, Bath, the North Lake District, Brighton, and Oxford. It was exciting to get firsthand news of the political upheaval as we were there during the Brexit vote and subsequent resignation of several key party members."

1981

Emily Wu, Los Altos, Calif., writes, "It is hard to believe that I have come full circle with the last of my two kids successfully launched in tech and construction management—sadly not Cal alumni. I am the development manager for the National Alliance on Mental Illness, Santa Clara. We provide free classes, presentations, support groups, and information to individuals and families coping with mental illness."

1982

Mark Rosenthal, Pacific Palisades, Calif., updates as follows: "I am CEO of Raleigh Enterprises, employing a staff of approximately 500. Its diverse businesses include



Emily Wu, BS 81, and family

the Sunset Marquis Hotel and Villas, File Keepers, Malibu Hills Vineyards, Hollywood Rentals, and Raleigh Film and Television Studios. Since its inception in 1955, the company has purchased, developed, managed, and owned more than 10 million square feet of real estate, including high-rise and low-rise office buildings, luxury hotels, commercial shopping centers, movie and television studio complexes, industrial developments, and residential apartments. We have also overseen the development of more film studios around the globe than any other company. Our last studio consulting engagement was for the largest property company in China, the Wanda Group.

"Travels this summer took us to the Galapagos, Machu Picchu, Nantucket, and Lake Muskoka (120 miles north of Toronto). Recently re-engaged

with Cal, I hosted an event on October 19 for the physics and paleontology departments at our studio in Hollywood."

1983

Mitch Rosenberg, Thousand Oaks, Calif., reports, "I recently finished my 30th year as an insurance and financial advisor in Thousand Oaks. I just finished my term as president of the Conejo Valley Estate Planning Council and was recognized as one of three 'Trusted Advisors' in my field by the *San Fernando Valley Business Journal*."

"I am very proud of my Golden Bear twins, Andy and Paige, Class of 2018. Paige is in the College of Natural Resources and Andy just started at Haas and is following in my footsteps! They both spent the summer at the London School of Economics and joined us on an amazing trip to

Prague and Croatia. Our oldest daughter Ashley graduated from UCLA and is excelling at LinkedIn in San Francisco. Empty nesters with all our kids in the Bay Area, we are enjoying frequent visits to Cal. We would like to come back in our next lifetime as our kids!"

1986

Michael Tamaru, Palo Alto, Calif., writes, "Having held executive roles in consumer tech the past 20 years, I set up my own consulting firm helping startups in the wearable tech, IoT, and consumer hardware space scale up in terms of go-to-market, supply chain, back-office processes, and fundraising. Currently, I split my time between San Francisco and Palo Alto, with six startups."

1988



Chris Carvalho, BS 88, with his oldest, Matthew, who recently joined the ranks of Boy Scout Eagle Scouts.

Chris Carvalho, San Rafael, Calif., announces, "After stepping down as COO of Kabam a couple of years ago, I have been working at SkyDeck and with several startups in the gaming industry. Most recently, I was appointed to the board of directors of ROBLOX, a gaming platform with 20 million monthly users, and G5 Entertainment, a mobile gaming company."



Nathan Tung, Linnet Kwok, BS 88, and Nicholas Tung

Linnet Kwok, Shanghai, reports, "Just celebrated five-year anniversary as the China GM with Alexander Mann Solutions, a global talent acquisition and management firm. As part of our strategic investment, we recently moved our China operations to a state-of-the-art sourcing center to accommodate future growth."

"Almost 14 years in Shanghai. Just sent the youngest to college: Empty nest begins (both boys attend the University of Colorado, Boulder). Elected as vice president of the Rotary Club of Shanghai. Looking to return to the Bay Area next year. If anyone needs to hire an operations professional, let me know."

Brad Weston will become Petco's CEO on Feb. 1,

2017. Weston has been serving as president and Chief Merchant of the company, responsible for driving Petco's overall business strategy, operations, and merchandising activities, as well as marketing and e-commerce. Prior to joining Petco, he held senior leadership roles at Dick's Sporting Goods, May Merchandising Company, and Robinsons-May.

1993

Jose Henriquez, Pinole, Calif., notes, "I am a 17-year banker working in commercial banking, currently as a loan team manager. I love banking due to the exposure to so many businesses, industries, and business owners/visions. I earned my MBA many years ago, but it remains a great accomplishment for me."



Jose Henriquez, BS 93, with his family

Haas Alumni Notes



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

Undergraduate cont.



Joel S. Smith, BS 93

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 2009.”

1999

Mike French, Alexandria, Va., is NASA’s chief of staff in Washington, D.C. Mike lives in Virginia with his wife and two kids.



Kaylin Darrow (6), Tricia Tran, BS 99, and Thai Elephant

Tricia Tran, Burlingame, Calif., writes, “Hello Haas Friends! After many amazing years in Asia working in regional marketing roles for Credit Suisse, JPMorgan, and Barclays in Hong Kong and Singapore, I am excited to return home with my husband and daughter to the Bay Area this year. I am delighted to

further build on my marketing career working for MUFG Union Bank based in San Francisco. My husband, Travis Darrow, BA 98 (Political Science), joined a Palo Alto pre-IPO company funded by Goldman Sachs, Sageview, and Kleiner Perkins focused on governance, risk, and compliance software, based.

“We had the fortunate opportunity to play leadership roles with Berkeley chapter clubs in Asia. Living and working abroad was fantastic, and we could not imagine a better place than the Bay Area near our family, friends, and the Haas network to follow our experience! I look forward to reconnecting and seeing you all more now that we are back and living in Burlingame.”

2001

Walter Chun was named new head coach of the Cal men’s golf team. Chun has been with the team for 19 seasons, including the past seven as associate head coach.

2005

Amy Chou, Oakland, Calif. See MBA 2016.

2009

Richard Zen, Hong Kong, reports, “Closed the sale on a US\$2

Our Defining Principles
Confidence without Attitude



Richard Zen, BS 09, chatting with Michael Jordan

billion property portfolio located in Hong Kong and Shanghai. At the celebration party, ran into Michael Jordan and played billiards with him in Lan Kwai Fong. Made two trips to visit NGOs: Cambodia and Guangzhou, China. Raised over US\$15,000, performed on-the-ground due diligence on selected NGOs, and then allocated donations to them. Learning philanthropy as a process; as a philosophy.”

2011

Daniel Chun, Los Angeles, updates as follows: “After five amazing years at DreamWorks Animation, I recently joined the communications team at NBC Entertainment as manager of corporate communications. I am thrilled to be working at America’s first broadcast network and home to some of today’s most popular series, including *The Blacklist*, *The Voice*, *The Tonight Show Starring Jimmy Fallon*, and *Saturday Night Live*. As a theater fan, I’m particularly excited for this December’s live broadcast of *Hairspray Live!*”

2012

Michael Midling, San Francisco, reports, “For the past two years, I’ve been working in the analytics org at Facebook. Next month, I’ll be moving to N.Y.C. to work



Michael Midling, BS 12

for Instagram’s data science team—my first move out of the Bay Area since graduation! Going to Haas, and Berkeley in general, really taught me the importance of continuous learning. Taking online courses, evening classes, and so on helped me shape my career. Looking forward to reconnecting with Haas friends in New York!”

2013



Adnan Rajkotwala, BS 13

Adnan Rajkotwala

announces, “I just completed my master’s of management (finance) from the University of Melbourne. Now I’m working at Deloitte Consulting in Melbourne with its strategy and operations practice. I was very excited to attend the Cal-Hawaii football game held in Sydney on August 26th! A whole group of Cal alumni made it a lot of fun!”

Our Defining Principles
Confidence without Attitude

2014

Stephanie Tran still works on the MoPub team at Twitter HQ in San Francisco and began volunteering with the Bay Area chapter of Girls on the Run.

2015

Jae Kim reports the following: “I recently began working as a basketball data analyst for the L.A. Lakers. I took two UGBA 196 courses, both sports management courses, at Haas. One for college sports and one for professional sports. One was taught by Solly Fulp, one of the best teachers I have ever met. He became my best mentor. I didn’t have any connections in the sports industry, but Solly and many guest speakers of the two classes opened the door for me. Thanks to them, I learned how the sports market works and could meet great sports figures including Cuonzo Martin, head coach of Cal men’s basketball. As a result, I worked as analytics manager at Cal men’s basketball for the 2015-16 season. What I learned at the two sports management courses offered at Haas and my experiences at Cal Basketball were the key for me to become the first South Korean native to work for a NBA team’s front office.”

MBA

1956

George Tucker is retired in San Leandro, Calif., and writes “just to let everyone know I am alive and kicking. I volunteer at the California Senior Legislature, a legislative advocacy group for senior citizens, serving as a senior assembly member representing Alameda County, and also

with SCORE (Senior Corps of Retired Executives), where I counsel individuals going into small business. I am vice chair of my neighborhood improvement association and have been married to the same sweetheart since 1958. We have three children and nine grandchildren. My principal pastimes are playing bridge and gardening.”

1971



Robert V. Caruso, MBA71

Robert Caruso,

San Leandro, Calif., is president of the John Benjamin Company, dedicated to the development of Bay Area residential and commercial projects, specializing in development of in-fill housing maximizing ROI on small spaces. 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.

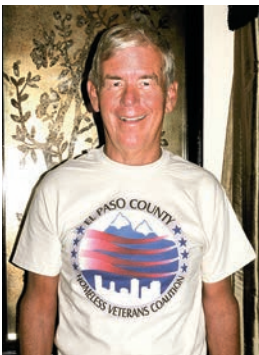
Our Defining Principles
Question the Status Quo

1972 45th Reunion
April 28-30, 2017

1976

Joe Garrett, Berkeley, Calif., was just appointed to a three-year term on the National Advisory Council of Cal’s Institute of Governmental Studies.

1977 40th Reunion
April 28-30, 2017



Joe Carlson, MBA 77, wearing the El Paso County Homeless Veterans Coalition shirt

Joseph Carlson,

Monument, Colo., volunteers with the El Paso County Homeless Veterans Coalition (EPCHVC) where he is now chairman of its board. He writes, “The EPCHVC conducts a ‘Stand Down’ and a Transitional Housing Initiative (THI) in the Colorado Springs area that will assist an estimated 275 homeless veterans with goods and services at the October 18 Stand Down and temporarily provides shelter, meals, and services to 10 homeless family units for 30 days.”

Our Defining Principles
Confidence without Attitude

1979



Tom Metz, MBA 79

Tom Metz, Seattle, has written a new book titled *Perfect Your Exit Strategy: 7 Steps to Maximum Value*. The book advises entrepreneurs, CEOs, and business owners about

how to develop a sound exit strategy for the eventual sale of their company. The seven essential steps describe concisely how to improve your value, reduce your risks, prepare for an unsolicited offer, and assess the nature of strategic value. A sound strategy improves the probability of making a successful exit while obtaining the maximum price. The book addresses important issues such as the optimal time to sell and the top 10 seller mistakes. It presents a succinct summary of the process for selling a company and advice about transaction structures, confidentiality, due diligence, hiring the right advisors, and eight M&A myths.

1980

Emmy Fearn, Oakland, Calif., teaches undergrads at SFSU and grad students

Our Defining Principles
Students Always



Jeff Fearn, MBA 83; Emmy Fearn, MBA 80; Dria Fearn; and Jonathan Fearn

(new special education teachers) at CSU East Bay, all while supervising special education intern teachers in their classrooms. She writes, “I’m also a member of the Oakland Museum Women’s Board and of its Marketing Committee, working with the media to promote the White Elephant Sale, which earned more than \$2.1 million in 2016. Also chair the WES Volunteer Cafe,

managing the volunteers who feed our 1,000 WES volunteers who work in our warehouse throughout the year and during the public sale period. My husband, **Jeff, MBA 83**, and a CPA, now retired, daughter Dria, and son Jonathan (a software developer), are also White Elephant Sale volunteers. Dria, an attorney working for a federal judge, is also a member of the museum board.”



Congrats, Silicon Valley!

Berkeley-Haas Alumni Network’s Chapter of the Year

The Silicon Valley Chapter

is committed to bringing the classroom to the community, connecting students with alumni, and leading locally by example. With over 6,500 alumni in the Valley, the chapter consistently offers varied events serving a diverse set of interests and needs. In 2016, they launched an inaugural career fair for veterans and established the William Ledeen Beyond Self Award, which honors the late Bill Ledeen, MBA 86, a longtime volunteer.

Haas Alumni Notes



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

MBA cont.

1982 35th Reunion
April 28-30, 2017



John Courtright, MBA 82

John Courtright, Redmond, Wash., reports that his firm, SIE, completed the systems integration and engineering for the ORBIS

Our Defining Principles
Beyond Yourself

International Flying Eye Hospital. ORBIS, a non-profit humanitarian organization dedicated to saving sight worldwide, operates a fully equipped mobile teaching hospital offering sight-saving medical services in the fight against preventable blindness. SIE provided the engineering design, certification services, supply chain management, and overall program management for ORBIS's next-generation Flying Eye Hospital, an MD-10-30 aircraft generously donated by the FedEx Corporation.

1983

Mark Berger, Menlo Park, Calif., reports: "On July 1, the MBA Class of 1983 held a mini-reunion with Captain **David Heindel** and crewmates **Dana Krelle**, **Mark Berger**, and **Dave**

Our Defining Principles
Question the Status Quo



Mark Berger, MBA 83 (standing), sailing on San Francisco Bay during a Class of 83 mini-reunion with Captain David Heindel and crewmates Dana Krelle and Dave Dent

Dent sailing on San Francisco Bay. Wife Madeline and daughter Kelsey crewed and skipped the boat. Winds reached a formidable 25+ knots, which helped to blow away the hot air from the many career tall tales and reviews of the current political headwinds. Looking forward to future MBA class reunions sailing on

the bay; think of it as the old Bear's Lair on water! Captain Dave is always looking for people to provide ballast and adult beverages on weekends or even some weekdays for those with flexible schedules."

Ellen (Swanberg) O'Connor, Santa Rosa, Calif., published "The Test of Time: Historical Perspectives on Management Education Reform in the U.S." in *The Routledge Companion to Reinventing Management Education*.

1984

Caitlin McGaw, Davis, Calif., reports, "Making the big leap to start up a boutique executive search firm in late 2013 after 16 years in the

Our Defining Principles
Beyond Yourself

business—it has been an exciting ride as we approach our third anniversary. We have a wonderful portfolio of Fortune 200 clients in our major Midwestern markets and a strong track record for service delivery. I just presented my second webinar for the international organization for IT Audit, Information Security, and IT GRC professionals (ISACA) with live attendance of nearly 900 for each webinar.

"My itinerant and ever-adventurous husband, Dr. Andy Sih, has had scientific collaborations in England and Australia this year, which allowed for great vacations in Cornwall and Queensland. The kids are all out and about. Rocker stepson is living the life of the successful musician and DJ in N.Y.C. and touring the music festivals in Europe with Kelela. Our middle son, who served in the USMC, is a junior at Cal this year studying marine science and dreaming of doing research in Oceania. My daughter is an art director in Los Angeles working with a variety of fashion clients, including Lululemon, after having been a senior creative manager at TOMS."

Brian Shefts, Oakland, Calif., writes, "It has been eight years since leaving the tech and media

world and acquiring Boulangerie Solignac, an artisanal gourmet commercial bakery. We specialize in manufacturing gourmet frozen croissants and pastries for hotels, resorts, and restaurants around the U.S. About three years ago, we launched a line of frozen retail pastries. We are now in independent groceries and chain stores such as Whole Foods, Nugget, Draeger's, and more across multiple states. Would be nice to catch up."

1986



Paul DeMuro, MBA 86

Paul DeMuro, PhD, JD, Fort Lauderdale, Fla., of counsel in the Fort Lauderdale office of Broad and Cassel, was named associate professor, Department of Sociobehavioral and Administrative Pharmacy, College of Pharmacy at Nova Southeastern University. He also joined the voluntary faculty at the University of Miami.

1987 30th Reunion
April 28-30, 2017

1990

Kathi Pugh, JD, of Berkeley, Calif., recently retired after working for almost 25 years at the San Francisco firm Morrison & Foerster. She is now doing volunteer work at

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Beyond Yourself

Berkeley Law working with the student-led pro bono projects.

1992 25th Reunion
April 28-30, 2017



Richard Jones II, MBA 92, with his 10-year-old son, Richard Jones III

Richard Jones, Oakland, Calif., writes, "After 16 years at Intel, I decided to accept an early retirement package, allowing back-to-back enjoyable summers. Last summer the family toured France (watched the Tour De France) and Australia (Sydney and Melbourne). While in Sydney I saw fellow classmate **Mike Baldwin**. This summer we spent time in Connecticut and Texas visiting family. When not traveling, my son and I were competing in bicycle races. As part of my retirement package, Intel will pay me to volunteer at a nonprofit for one year, so I'm looking for tech nonprofits in the Oakland area serving inner-city kids."

1993

Francesco Rockwood, Orinda, Calif., reports, "It has been three years since Sue and I launched Rockwood Pacific. We have particularly enjoyed working with hospital systems and universities in planning and executing

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Students Always



Francesco Rockwood, MBA 93, and Susan Rockwood, MBA 89, in front of Berkeley Castle in the town of Berkeley, Gloucestershire, UK

senior living real estate projects. This summer, with daughter Sarah (Class of 2019), Sue and I visited Oxford, Cambridge, and the Berkeley Castle of the Bishop George Berkeley family. Oxford and Cambridge were nice, but we prefer the vibe of UC Berkeley."

1994

Koji Asada, New York, has been appointed chief of staff at MUFG Americas Holdings and MUFG Union Bank, and is responsible for the planning management of the bank's business throughout the Americas, including the U.S., Canada, and Latin America. "This is my return to N.Y.C. after two and a half years of engagement at BTMU Canada as president and CEO," he writes. "I am excited to be back in the States in a more challenging banking environment, with many more opportunities. 'Questioning the Status Quo' will continue to be my important principle in this new challenge."

Michael Garrow, Akwesasne, N.Y., became CFO for the Saint Regis Mohawk Tribe in Akwesasne, in which he is an enrolled member. He oversees the tribe's financials as well as the casino and other tribal LLCs.

1996

Kevin Brown, Atherton, Calif., announces that his food tech company, Innit, will partner with Whirlpool to power smart kitchen appliances and raise new funding, bringing total backing to \$43 million.



Kevin Brown, MBA 96

Monica Stevens, Oakland, Calif., celebrated her 20th anniversary at Wells Fargo. "From commercial real estate lending, to recruiting, to syndications, to global banking, and a few stops in between, it's been a fabulous ride!" she writes. "Got married, my baby girl is now a 'tween' at Redwood Day. Still very connected to Haas and am honored to serve as the chair of the Alumni Diversity Council. Lots of weekends spent volunteering for Oakland

Our Defining Principles
Confidence without Attitude

Girls Softball League. How did 20 years pass so quickly!"



Mohit Sen, MBA 96

Mohit Sen is now senior vice president, client solutions, at Allant Group. "Still living in Chicago with my wife, Susan, and Shona, our beloved golden retriever."

1997 20th Reunion
April 28-30, 2017

James Gray, Austin, Texas, reports, "In June I made a transition from Microsoft to a startup here in Austin, leading the data engineering team at Civitas Learning. Our mission is to partner with leading colleges and universities to help students learn well and finish strong. Civitas is powered by data science; my role is leveraging the data science skills



Annadella, Monica Stevens, MBA 96, and Paul

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socialimpactcollective.org

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



Andy Sih and Caitlin McGaw, MBA 84, at Melbourne Cup Day, 2015

Haas Alumni Notes



Got news? Submit it online at haas.berkeley.edu/alumninotes.

MBA cont.

I acquired during my graduate studies at UC Berkeley's School of Information."

1998

Daniel Tellalian, Los Angeles, Calif., writes, "Pleased to have taken on a new role as managing partner of Avivar Capital, a registered impact investment advisory 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 blend of financial discipline and social responsibility!"

2000

Pascal Hoffmann, Oakland, Calif., describes an unofficial class reunion in San Francisco on August 9 that "was

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Clockwise from lower left, MBA Class of 00 alumni mini-reunion: Neva Flaherty, Patrick Aragon, Pete Cowing (hidden), Rodrigo Prudencio, Diane Bisgeier (hidden), Chris Barton, Baris Ruacan, Cagla Erdogan Ruacan, Guillaume Gavillet, Carla Feely, Patrick Feely, Greg Funk, Peter Marchetti, Pascal Hoffmann

also an opportunity to celebrate a wedding anniversary for **Patrick** and **Carla Feely** (yeah!) and a move back to the Bay Area for Baris and **Cagla Ruacan** (welcome back!) #GoodTime #UntilNext."

2002 15th Reunion
April 28-30, 2017

Haas Gear Store



\$545 Student Service Bldg, Berkeley, CA 94720
510-642-7168 | haasgear@haas.berkeley.edu
www.haasgear.com

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 medically zoned retail 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!"



Thomas Phinney, MBA 03, in São Paulo, 2015

Thomas Phinney, Portland, Ore., is now president of FontLab, the font software tools company. He notes, "Started running this year! Last summer the whole family spent six weeks in Europe."

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Question the Status Quo

Amir Sharif, Menlo Park, Calif., announces, "I am excited about the founding and top-tier VC funding of Aporeto, a cloud native security company. We are hiring

engineers, business development folks, marketing imagineers, and sales people. Please visit aporeto.com and contact us. We would love to hear from you. On a personal note, we have a new family addition, but of the canine type—Ludus Maximus, a very friendly and cute yellow lab."

2005

Yan Chow, Orinda, Calif., took a new position in August as medical director for Mobile Health for Amgen, based in South San Francisco. "I will be the physician lead to help incorporate digital health (wearables, medical devices, and mobile technology) into clinical trials and beyond," he reports.

2007 10th Reunion
April 28-30, 2017

Michael Berolzheim, San Francisco, reports, "After many months, we're delighted to announce the closing of our latest fund, Bee Partners II, which was oversubscribed at \$30M+ after an initial target of \$25M. Like our founders, we also have to raise funds from investors and, like them, we're elated about the journey ahead now that our fundraising period is



Garrett Goldberg (Principal), Michael Berolzheim, MBA 07 (Managing Partner), Cynthia Maxey (Business Development)

behind us. Bee II includes 17 companies, nearly half of which have strong UC Berkeley ties. Check sizes start at around \$400K per company and go to approximately eight new startups annually. These 17 investments showcase broad diversification, and over half have already benefited from follow-on capital within 12 months, including Neighborly, Embroker, StatMuse, and BuildingConnected." A June article in TechCrunch cited Berolzheim and his partners' alumni- and founders-only community called CalFounders, which boosts visibility of entrepreneurship and tech efforts around UC campuses, an ecosystem often overlooked by traditional investors.



Kevin Hill, MBA 07

Kevin Hill, Oakland, Calif., in 2016 grew his business intelligence business, Heights Consulting. He's currently helping Intuit build a customer loyalty program. He's also continuing his Haas teaching career, with a presentation design course that helps make quantitative information more consumable for making strategic business decisions. This summer, Kevin visited Sequoia National Park, climbing a 10,000-foot peak.

Our Defining Principles
Question the Status Quo



Tom Huang, MBA 07, Casey, and Sunny

Shin (Tom) Huang, of Fremont, Calif., announces, "Sunny and I are happy to welcome the newest addition to our family! Introducing baby boy Casey Yoshawn Huang, born August 13, 2016, weighing 5 pounds 6 ounces and measuring 19 inches. He's little but brings a 'ginormous' amount of joy, excitement, and many, many (willingly) sleepless nights to us. Please join us and welcome Casey to the world!"

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2008

Adrian Durbin, Orinda, Calif., reports, "After more than seven years at McKesson, in June I started a new position leading Lyft's policy communications team. I am responsible for the company's media relations strategy on all public policy and regulatory issues around the country (of which there are many!) and also serve on the corporate communications leadership team."

Our Defining Principles
Confidence without Attitude

2009

Urvi Parekh Dunnington, Oakland, Calif., writes, "After seven years at SunPower in various roles, most recently as director of origination and business develop-

ment of Western Region Power Plants, I am excited to be joining Facebook, contracting renewable energy for its data centers." Urvi and husband **Luke's, MBA 08**, boys, Kiren and Nithin (4 and 2) are very excited to be spending more time at Haas now that Luke's sister Claire is part of the FT MBA Class of 2018.

2010

Deepak Goel, Fremont, Calif., reports, "We just launched the KarmaCircles app on iPhone as well as Android. KarmaCircles makes it easy for professionals to request free time from each other. When you get time, you get free advice from an expert, and when you give time to someone, you build your reputation. Everyone on the platform wins! Join the Haas group on KarmaCircles to connect with hundreds of other Haas alums!"

2012 5th Reunion
April 28-30, 2017

Joshua Ziel moved from the Bay Area to Austin, Texas, in November 2015 and recently left Oracle to run the NA corporate sales team at Cloudera, a big data company with numerous connections back to Berkeley.

2013



Ariel Dekovic, MBA 13, with her husband, Christoph Scheper, backpacking in Desolation Wilderness

Ariel Dekovic, Berkeley, Calif., reports, "As interim executive director of City Slicker Farms, I shepherded the community



Haapenen family vacation: Calvin (Cal), Destiny, and Brent, MBA 13

planning, design, and construction of a new 1.4-acre public park and urban farm for Oakland. The West Oakland Farm Park opened in June 2016, and I stepped down from my role. This August, my husband and I will set off on a month-long national parks road trip, fulfilling a longtime dream that we've had. Then we'll be moving to Germany to be closer 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!"

Amelia Forrest Kaye, San Francisco, recently joined Reflektive, a software startup reinventing employee engagement and performance reviews, to build and lead its customer success team. Prior, Amelia worked in SaaS product development and strategy at Deloitte Consulting LLP.

Brent Haapenen, Granite Bay, Calif., writes, "Am excited to be kicking off the official B-HAN Sacramento chapter this year with my fellow Sacramento-based Haas alumni! Our son (and future Cal Bear) Calvin was born in January and is a happy and busy boy!"

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2014

Santiago Andrigio, New York, recently joined Jigsaw, "a think-do tank and product incubator within Google that tackles the toughest geopolitical challenges, from countering violent extremism to thwarting online censorship to mitigating the threats associated with digital attacks. I specifically work as a product manager and on the areas of cybersecurity and countering online censorship. In my spare

Haas Alumni Notes



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

Did you know?

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

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

MBA cont.



Santiago Andrigo, MBA 14, in New York, wearing role-identifying tshirt

time, I continue to practice and learn the tango and have recently undertaken the study of ethics.”

Michael Nurick, Oakland, Calif., whose company BandPage, dedicated to helping musicians make a successful living from digital music, was acquired by Google; it is now a part of YouTube

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Students Always



Michael Nurick, MBA 14, and his wife, Sapna

Music. At YouTube, he continues to serve the musician community as a product manager on the artist team.

Matt Thelen, of Denver, announces, “My wife, Alyssa, and I just had the most amazing and surprising thing happen to us—we had twins in May. We both work at companies that provide excellent parental leave benefits, which afforded

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Matt Thelen, MBA 14, and his wife, Alyssa, with twins Aynslye and Keller

us some time to learn twin-parenting or (to use a Golden Bears football analogy) move from a man-to-man defense into a zone coverage scheme.”

2015

Zaky Prabowo, San Francisco, and **Johannes Koepfel** with Garib Mehdiyev officially launched their travel startup WeTravel after powering \$5 million independent group trips using the website during beta stage. WeTravel is a free platform for amateur and semi-professional trip organizers to create, manage, and promote group trips in minutes. They started the platform during their MBA studies when classmates used it to manage Haas domestic and international treks. Appearing in *Financial Times* and *Lonely Planet*, WeTravel’s main users now are university students and yoga teachers; expansion is underway. “If you know anyone who is planning to organize group trips (your class reunion maybe?), please check the platform. It’s completely free for the organizers and travelers.” Learn more at <http://haas.org/2ckNMfp>.

Alastair Trueger, San Francisco, writes, “This January, **Champ Suthipongchai** and I spun up a venture capital fund to invest at the intersection of hardware, software, and data. We connect startups with capital, manufacturing, pilot, and distribution opportunities in Asia. We’ve already made five investments, with a few more on the way.”

2016 1st Reunion
April 28-30, 2017

Amy Chou, Oakland, Calif., writes, “I’m excited to be an account manager at Clever Inc., helping enable digital learning tools in classrooms all over the U.S.!”

BCEMBA

2004

James (Jamie) Pirrello, San Jose, Calif., recently became chief financial officer with UCP, a home-builder based in San Jose with operations in California, Washington, Tennessee, North Carolina, and South Carolina.

Ezra Roizen 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.



Ezra Roizen, BCEMBA 04

2006



Roland Deal, BCEMBA 06

Roland Deal, San Francisco, is president for the Americas of DWA media, one of the fastest growing marketing/media agencies globally. Roland brings his experience partnering with technology brands from OgilvyOne, where as managing director he oversaw its opera-

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tions on the west coast. He has over 20 years’ experience developing strategic solutions and integrated campaigns for global technology brands that have included VMware, Google, SanDisk, and HP, among others.

2009

Sudhir Nakhwa, 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 Macys.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 emerging technologies. I welcome opportunities to network with alumni both inside and outside of the retail world.

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2015 EMBA 1st Reunion
April 28-30, 2017

Executive Education

2009

Rajesh Shrestha, Piscataway, N.J., helped launch CareAllies, a population health company focused to deliver the systems, capabilities, and management services that providers need to be successful under a

variety of value-based and risk-sharing models across the value-based reimbursement spectrum. CareAllies will offer services to help ease providers’ administrative burden across payers and can even help providers launch and manage their own health plans. CareAllies will focus on advisory and management services, technology, and analytics, which are all fundamental to transforming physician practices and delivery systems as they move from volume to value. Rajesh now serves as the senior vice president and general manager, clinical operations and population health.

2015

Jenise Steverding, Los Angeles, joined Pledgeling, the world’s first charitable giving and social impact platform for brands, as vice president of strategic partnerships. Steverding will be responsible for forging sustainable partnerships between brands and causes that bring to life a company’s core values and create lasting impact on the world. An early member of the TOMS Giving team, Steverding played a key role in scaling the company’s famous shoe-giving program to tens of millions of pairs of shoes. She later joined the Special Olympics World Games, working closely with corporate

2012



Bart Tkaczyk, Exec. Ed. 12, accepting his UN Affiliate Global HRD Award

Bart Tkaczyk won the Global HR Development Research Excellence Award for his research on positive organizational change. Dr. Tkaczyk was honored at the 45th International Federation of Training and Development Organisations in Bahrain.

sponsors such as Toyota, Google, and Westfield, on the largest sporting and humanitarian event in the world in 2015.

IN MEMORIAM

- | | |
|---------------------------|--------------------------|
| John Boydston, BS 41 | Curtis Wood, BS 55 |
| Josephine Trichilo, BS 42 | Richard D’Arezzo, MBA 56 |
| Jack Podesta, BS 43 | Ron Plomgren, BS 56 |
| Janet Campbell, BS 44 | Frank Stuart, BS 56 |
| Alfred Hons, BS 45 | Larry Callahan, BS 57 |
| Clifford Machek, BS 47 | Louis Sereda, BS 57 |
| Lawrence McGuire, BS 47 | Philip Talamantes, BS 57 |
| Glenhall Taylor, BS 47 | David Wheeler, BS 57 |
| Milan Wight, BS 47 | Ronald Dressler, BS 58 |
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| Donald Madsen, BS 48 | Donald Eckerson, BS 60, |
| Worth Morton, BS 48 | MBA 61 |
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| Edward Macaulay, BS 49 | William Bolton, BS 61 |
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| Joseph Hootman, BS 53 | MBA 73 |
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| William Steffensen, BS 54 | Edward Cotter, BS 78 |
| Louis Weider, BS 54 | Jerry Butzer, MBA 78 |
| John Kadlecek, BS 55 | John Butler, Friend |
| Frederick Pracht, BS 55 | Marian Thompson, Friend |

Social media posts come and go, but an Alumni Note lasts.

Submit yours at
haas.berkeley.edu/alumninotes



Singing the praises of the sabbatical

Back in the U.S., I studied Chinese and enrolled in the Haas MBA/Asian Studies joint degree program. After I graduated, I spent much of the next decade in Asia. I

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.



Dr. David A. Clark is a professor of Computer Science and Engineering at the University of California, San Diego. He is also a senior research advisor at the Center for Networked Systems. He has been a member of the National Academy of Sciences since 2001. He is also a member of the National Academy of Engineering and the National Academy of Medicine. He is a past president of the ACM and the IEEE. He is also a past president of the International Society for Computer Architecture. He is a past president of the International Society for Information Systems. He is a past president of the International Society for Management Science. He is a past president of the International Society for Operations Research. He is a past president of the International Society for Statistical Theory and Methodology. He is a past president of the International Society for Systems Science. He is a past president of the International Society for Technology Management. He is a past president of the International Society for Telecommunications Management. He is a past president of the International Society for Transportation Management. He is a past president of the International Society for Urban Management. He is a past president of the International Society for Water Management. He is a past president of the International Society for Environmental Management. He is a past president of the International Society for Health Management. He is a past president of the International Society for Education Management. He is a past president of the International Society for Social Management. He is a past president of the International Society for Cultural Management. He is a past president of the International Society for Arts Management. He is a past president of the International Society for Sports Management. He is a past president of the International Society for Leisure Management. He is a past president of the International Society for Tourism Management. He is a past president of the International Society for Hospitality Management. He is a past president of the International Society for Food Management. He is a past president of the International Society for Beverage Management. He is a past president of the International Society for Retail Management. He is a past president of the International Society for Wholesale Management. He is a past president of the International Society for Distribution Management. He is a past president of the International Society for Logistics Management. He is a past president of the International Society for Supply Chain Management. He is a past president of the International Society for Procurement Management. He is a past president of the International Society for Contract Management. He is a past president of the International Society for Risk Management. He is a past president of the International Society for Compliance Management. He is a past president of the International Society for Quality Management. He is a past president of the International Society for Performance Management. He is a past president of the International Society for Innovation Management. He is a past president of the International Society for Entrepreneurship Management. He is a past president of the International Society for Leadership Management. He is a past president of the International Society for Management Education. He is a past president of the International Society for Management Research. He is a past president of the International Society for Management Practice. He is a past president of the International Society for Management Theory. He is a past president of the International Society for Management Education. He is a past president of the International Society for Management Research. He is a past president of the International Society for Management Practice. He is a past president of the International Society for Management Theory.

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