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#ManagingMillennials
June 21–22, 2018
Unleash the Power of the Millennial Workforce
With 86 million Millennials in the workplace by 2020, workplace dynamics are changing everywhere. Led by award-winning Haas Lecturer and Social Psychologist Holly Schrath, PhD, the #ManagingMillennials program provides skills-based training and hands-on exercises using research-based tools needed to improve relationships and develop Millennial talents.

IDEAL FOR: Those who want to increase their effectiveness while working with Millennials and diverse groups of people, organizations experiencing rapid change in workforce structure, and senior leaders who are building a workforce and culture for the future.

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July 16–18, 2018
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IDEAL FOR: Senior-level managers, CMOs, business strategy and development professionals, and R&D professionals.

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

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PHOTO: NOAH BERGER

As Dean Rich Lyons, BS 82, prepares to step down in June after 11 years at the helm of Berkeley Haas, evidence of his impact is everywhere—most visibly in the Defining Leadership Principles that Lyons helped codify and in Connie & Kevin Chou Hall, a new building dedicated entirely to student learning and interaction that opened last fall. Page 12

PHOTO: JIM BLOCK

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SkyDeck Executive Director Caroline Winnett, MBA 90, on solving implicit bias in the startup industry

Cover photo: Jim Block
Education pioneer Patrick Awuah, MBA 99, founder and president of Ashesi University College in Ghana, was named the sixth WISE Prize for Education Laureate—a Nobel of sorts for contributions to education. The award includes a $500,000 prize that Awuah gifted back to Ashesi. Awuah started the school in 2002 to educate ethical, self-driven MBAs, who redefine how we do business. From incentives for innovation to recognizing women’s unique qualities as negotiators to cross-sector affiliations, see the lineup and view videos of faculty, including Don Moore, Nora Silver, and Paul Jansen. haas.org/cmr-faculty.

Patrick Awuah, MBA 99, at Ashesi University College in Ghana

**Coming Up Rose**

Prof. Andrew Rose, an international finance scholar who has taught macro-economics to three decades of Berkeley Haas students, received the school’s highest faculty honor: the Williamson Award. Named after Nobel Laureate and Haas Prof. Emeritus Oliver Williamson, the award honors Haas faculty who exemplify the attitudes and behaviors that differentiate our school. Rose’s research addresses international trade, finance, currency and exchange rates, and economic crises. He’s worked as an advisor to a multitude of economic agencies. At Haas, Rose has gone beyond himself to mentor colleagues and give back to the school. He served as associate dean of academic affairs and chair of the faculty from 2010 to 2016.

Sexual harassment claims and unethical business practices often mean the undoing of traditional CEOs, but not for leaders of startups, says Steve Blank, an entrepreneur-in-residence at Haas. Uber CEO and co-founder Travis Kalanick, for example, remained unscathed despite months of mounting scandals until key investors finally staged a revolt that led to his ouster. In Blank’s article, “When Founders Go Too Far,” published in the Nov.-Dec. 2017 issue of Harvard Business Review, he details how founders, no longer replaced early on with “professional CEOs,” have come to dominate their boardrooms, a power balance that can negatively affect employees, customers, and investors. Blank details the shifts that have allowed founders to control the majority of voting shares and board seats. He also offers solutions for more equitable startup oversight. “Founder-friendly” venture capitalists, for example, should pair inexperience CEOs with seasoned chief operating officers early on, as Facebook did with COO Sheryl Sandberg. VCs should set guidelines concerning investing in companies where the founder has voting control. And boards should have independent directors and chair and an influential and independent audit committee. Read the article at haas.org/steve-blank.

**Blockcencyrny**

Berkeley Haas was mentioned in the New York Times and named by BusinessBecause.com as one of the five best U.S. b-schools for teaching blockchain— the decentralized and encrypted method of tracking cryptocurrencies such as Bitcoin. Read about one class, Blockchain, Cryptoeconomics, and the Future of Technology, Business, and Law on the blog of MBA student Josh Kohrain: haas.org/blockchain-class.

Blockchain at Berkeley (berkeley.edu) is a student-run organization serving the campus and greater East Bay communities, including alumni.
Janet Yellen’s Legacy

First female Fed chair oversaw economic growth, drop in unemployment

Leadership of the Fed has been called the world’s most powerful economic job. The nation’s central bank decides interest rates that are critical in determining how fast the economy can grow, how readily jobs are available, and how quickly prices rise. Many economists believe Haas Prof. Emeritus Janet Yellen, who retired in early February, performed the job more effectively in her four-year tenure than any previous Fed chief.

Under Yellen’s guiding hand, unemployment fell steadily, from 6.7 percent at the beginning of her term to 4.1 percent when she left. Inflation stayed low even as the economy built up a head of steam. Financial markets also went on a tear, sending stock prices to new levels.

It fell to Yellen to wage the economy from an extraordinary stimulus program initiated a decade ago by her predecessor, Ben Bernanke, during the country’s recession. Move too fast and the recovery could sputter. Go too slow and a dangerous bout of inflation could take hold.

Value Proposition

New Alumni Council Leaders Aim to strengthen Haas Network

As leaders of the Berkeley Haas Alumni Council, Chair Emily Walling, MBA 08, and Vice-Chair Francesco "Frank" Rockwood, MBA 93, are dedicated to deepening alumni involvement with the Berkeley Haas Alumni Network.

"I benefit from my experience at Haas every day," says Walling, the head of brand at life insurance tech startup Ladder. "I would love to ensure that the spirit of the School is captured in our Defining Leadership Principles "front and center" as Haas transitions to a new dean.

Both Walling and Rockwood are longtime Haas volunteers and encourage alumni to reach out with questions or concerns—and to complete the alumni engagement survey this fall. "Your voice and energy are needed and valued more than ever," says Rockwood. Contact them at alumni@haas.berkeley.edu.

Haas Equity

Haas welcomes new director of diversity and inclusion

It was a chance friendship with a Taiwanese girl who offered to share her elementary school bus seat that gave Élida Bautista, incoming director of diversity and inclusion for Berkeley Haas, her first experience of otherness.

“My friend was a Buddhist, and she was the first person I was aware of who didn’t believe in a Christian god,” says Bautista, one of five siblings in a Mexican family who grew up in a Puerto Rican neighborhood in Chicago. “Until then, everyone in my world was a Catholic.”

After that day, Bautista says she stopped assuming things about people—and her life became an exploration of culture, language, food, and games of her classmates, who hailed from a wide range of countries from Korea to Greece.

Bautista comes to Haas from UCD’s Department of Psychiatry, where she spent 15 years developing programs focused on social justice, diversity, and inclusion.

At Haas, she will set schoolwide strategy for inclusion, diversity, and equity-related efforts focused on students, equipping them to lead in diverse workplaces. She’ll also support students, faculty, and staff to build an inclusive school environment.

“A climate that supports and values everyone is the foundation that we need in order to attract the best students to Haas,” she says.

Moving On

The bitterness of transitions

To have the opportunity to serve the institution that so transformed my own life has been a dream come true. When I arrived as a freshman in 1979, it was unimaginable that I could go on to join the faculty at Berkeley, much less serve as dean. Yet, Berkeley enables us to “be what we cannot see,” and does it again and again, for so many thousands of people. That Berkeley will be doing this long after any of us are still living is an important source of my confidence in the future.

Because of your support, we have a solid strategy and strong finances that will serve our school well in the years ahead. Our new Chou Hall, which is featured in this issue and is funded entirely by alumni gifts, will allow us to explore new programs and expand existing ones—a key element in ensuring our financial strength going forward. Our Defining Leadership Principles (DLPs) continue to set us sharply apart from peer institutions and are the #1 reason many applicants select Haas over other programs.

Codifying our DLPs with our community was an endeavor of great passion; but culture, like a garden, needs constant tending. Professor Jeremy Chatham, Ph.D ’98, and I co-wrote a case tracking the history of the DLPs and candidly assessing how to make them endure. I invite you to read it at haas.org/culture-case. A second case is forthcoming that will clarify all that we have done this year to bolster ongoing support from us all.

For example, I’ve appointed a group of faculty, staff, and student Culture Champions to ensure our culture continues to thrive. Students in the Social Sector Solutions course are consulting to find ways that Haas can leverage the DLPs even further in the future. We’ve also launched the Haas Culture and Leadership Fund to sustain and expand the school’s culture efforts under future deans.

While often bitter, transitions are catalysts for growth. We can be proud of all we accomplished together these past 10 years. I look forward to the upcoming successes well share as fellow members of the Berkeley Haas community. I cannot thank you enough for your support over these many years. It’s the greatest honor of my life to have served as your dean.

With gratitude,

Dean Rich Lyons, BS ’82, speaking at Culture Day in February, which marked the eighth anniversary of the Defining Leadership Principles.

Berkely Haas Director of Diversity and Inclusion, Elida Bautista

Berkeley Haas Director of Diversity and Inclusion Elida Bautista

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“I benefit from my experience at Haas every day,” says Walling, the head of brand at life insurance tech startup Ladder. “I would love to ensure that the majority of our graduates feel as passionately about Berkeley Haas today as they did 5, 10, 25, or 50 years ago as students.” She aspires to increase attendance at events, promote career services, and boost Haas Fund support.

Rockwood, president and co-founder of real estate services firm Rockwood Pacific, also wants to keep our Defining Leadership Principles “front and center” as Haas transitions to a new dean.

Both Walling and Rockwood are longtime Haas volunteers and encourage alumni to reach out with questions or concerns—and to complete the alumni engagement survey this fall. “Your voice and energy are needed and valued more than ever,” says Rockwood. Contact them at alumni@haas.berkeley.edu.

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With gratitude,

Dean Rich Lyons, BS ’82, speaking at Culture Day in February, which marked the eighth anniversary of the Defining Leadership Principles.
When an executive fails to turn a profit yet still gets a rich payout, it’s certainly Raise eyebrows—and possibly trigger a backlash from shareholders wary of corporate excess.

Yet in an age when companies must innovate to survive, it may be necessary to reward corporate leaders in spite of failure. A new body of research by Assoc. Prof. Gustavo Manso has demonstrated benefits to compensation arrangements that many corporate governance experts have come to frown upon. His central argument: Companies that want to blaze new trails should not penalize managers whose efforts don’t quickly bear fruit.

“When you want managers to innovate, the types of incentives you use are very different from traditional pay-for-performance arrangements,” explains Manso, who holds the William A. and Betty H. Hasler Chair in Berkeley Haas ideas. “The burden on boards is intensified because directors must create incentives for innovation while also guarding against abuses.”

The Power of Story

Why storytelling is essential for brand marketing

Back in 1984, Zhang Ruimin was promoted to lead a struggling Chinese refrigerator company that would later become Haier. When a customer brought in a defective fridge, he went through an inventory of 600 units to find a replacement; unfortunately, he found that 20 percent of them were also faulty. Ruimin promptly ordered all of the defective units to be brought to the factory floor and gave the employees sledgehammers, inviting them to destroy them.

“That dramatic story led to a change in the firm’s quality culture that is a foundation of Haier today,” says David Aaker, professor emeritus of marketing strategy and vice chairman of the brand consultancy Prophet. “Asserting that the firm was going to have a quality-first culture would not be noticed or believed. But the story penetrates.”

Aaker, who has been called the “father of modern branding,” uses that example in his new book, Creating Signature Stories: Strategic Messaging that Energizes, Persuades and Inspires (Morgan James Publishing, 2018), to show how effective stories can be in creating an organizational culture and managing a brand’s image. “It is so difficult today to cut through the clutter and engage a disinterested and skeptical audience,” Aaker says. “Stories are enormously powerful, and can be much more impactful than facts.”

Stories work, studies have found, because they engage the emotions, allow listeners to deduce the logic for themselves, and are much more difficult to argue against than facts.

For businesses, stories can be helpful in engaging both employees and customers. “There is a whole cadre of young employees who will not work for companies they are not proud of,” says Aaker. “If you want to compete for the best people, you need to have a higher purpose, and the way to communicate that is with a story.”

At the same time, a small but meaningful subset of customers is looking for authentic engagement with a brand. For companies looking to find or create a “signature story,” Aaker first recommends they hone the strategic message they are trying to communicate. Then, he suggests that they focus on a protagonist who can exemplify that message—whether it’s a customer, an employee, a leader, or a product. L.L. Bean company founder Leon L. Bean, for example, had a stitching problem with the first 100 boots he sold that made them less than watertight. He refused to sell every customer’s money, though it nearly put him out of business.

While there is “no checklist of elements a signature story has to have,” Aaker says it helps if it is intriguing, authentic, and engaging. “Generating and testing such stories can take serious investment by companies, some of which have hired editors, videographers, social media experts, and even chief story officers to make up a storytelling team. After creating a signature story, it can become an art in itself to disseminate it and keep it alive over time. To this day, Haier has a sledgehammer on display at its corporate offices in China.”

“If you want to compete for the best people, you need to have a higher purpose, and the way to communicate that is with a story.”

—David Aaker
Charities often emphasize the desperation and dependence of those they assist—as in heart-tugging videos of starving children in Africa. Yet a focus on helplessness may change how we choose to help those in need, and not necessarily for the better, according to research by Asst. Prof. Juliana Schroeder.

“Charities want to motivate people to give more, but they may also make people think poor people don’t have the ability to take care of themselves,” says Schroeder, a social psychologist who studies judgment and decision making as well as interpersonal and intergroup processes. “If you perceive of someone as having less mental capacity to think or feel, then you are subtly dehumanizing and dehumanizing them.”

In a study published in the Journal of Experimental Psychology, Schroeder and her co-authors found that people act more paternalistically toward those they believe have lower mental capacity. Their findings reveal fundamental truths about how people think about giving and receiving aid.

Schroeder and her colleagues conducted a series of nine experiments, making a distinction between paternalistic aid, in which givers make a decision about what recipients need, and agentic aid, in which recipients can decide for themselves what they need. In one experiment, they asked people to rate their perceptions of poor people in Kenya and Uganda, using an eight-point scale that measured perceived self-control, mental capacity, thoughtfulness, and cognition. They then asked subjects to decide whether they’d rather give money to poor people with no strings attached, or to a more traditional, paternalistic charity such as the Red Cross, which provides food, medicine, and other services.

They found that those who rated the mental capacity of the African aid recipients more highly were also more likely to choose GiveDirectly and less likely to believe the recipients would waste the money.

Moreover, the researchers found that people’s ideas about aid recipients’ mental capacity could easily be manipulated. In another experiment, they gave participants one of two descriptions about charity recipients. One highlighted their drive and entrepreneurial spirit, the other, their neediness and resignation. While overall, 58 percent of participants gave more and were less likely to believe the recipients would waste the money.

“In fact, relative to their own social class, politicians from lower social backgrounds are even more strongly selected than politicians from higher social backgrounds,” says Dal Bó. Other findings. Parliamentary legislators had leadership and IQ scores higher than those of CEOs of medium-sized companies (up to 250 employees)—despite earning vastly lower incomes. Mayors have exactly the same IQ score as CEOs of medium-sized companies. Elected representatives overall have cognitive and leadership scores similar to CEOs of companies with 10 to 25 employees. Elected politicians from all socioeconomic levels showed higher cognitive, leadership, and earnings capacity scores than those who ran unsuccessfulty for office.

“We can now begin to doubt that the only people who run for public office are those who are less intelligent and have less to lose,” says Dal Bó. “We can now begin to doubt that they are less intelligent and have less to lose or that voters may inevitably elect poor leaders.” — Prof. Ernesto Dal Bó

While the results cannot be directly applied to other countries, the findings improve the notion that political systems that encourage broad popular representation end up with mediocore leaders.

“We can now begin to doubt that the only people who run for public office are those who are less intelligent and have less to lose or that voters may inevitably elect poor leaders,” says Dal Bó. — Rowan Philip
By Laura Counts

To Achieve?

Why Is Gender Equality So Hard to Achieve?

Closing the gap may require a shift in mindset, says Prof. Laura Kray

By Laura Counts

D an Mulhern had always planned to run for political office, but when Michigan Democratic Party operatives came knocking in the late 1990s, it was his wife who tapped him as a candidate. Several years later, Mulhern became First Gentleman to Gov. Jennifer Granholm, supporting her and caring for their three young children.

“I was a pretty typical, competitive male and I’d never pictured becoming ‘Mr. Mom’, but I decided to embrace the role,” says Mulhern, now a leadership lecturer and distinguished teaching fellow at Berkeley Haas. “A couple of things happened with that shift in mindset: I became a very nurturing parent, and I got an enormously enlarged sense of self and identity in supporting Jennifer—we accomplished more together.”

Two decades later, Mulhern’s story is still somewhat unusual: While women have moved into traditionally male domains in large numbers, men have been slower to move into traditionally female domains. Prof. Laura Kray and her colleagues were looking for a new way to understand why, despite women’s huge educational and professional gains, the gender pay gap and other inequities have persisted.

They thought the concept of mindset—and specifically, men’s mindsets about gender roles—might be key not only to understanding the problem, but to developing new ways to address it.

“We thought there was more to this slow progress than a desire to preserve male privilege. Instead, we thought men’s resistance to change may also be rooted in notions of what it means to be a man,” she says. “We asked, what if there is a kind of psychological lever we can pull to decrease men’s resistance to change?”

The phenomenon of fixed versus growth mindsets, first defined by psychologist Carol Dweck, has been well studied as a powerful driver of behavior. People who believe that traits such as intelligence are innate and unchanging tend to give up more quickly when a problem seems beyond their ability than do those with a growth-oriented mindset. The concept has made its way into popular culture in everything from management texts to parenting advice, but it had not been applied to the study of gender roles, Kray says.

Teaming up with researchers Laura Howland of Berkeley and Alexandra Russell and Lauren Jackman of Stanford, Kray tested whether a belief that gender roles are set in stone leads people to defend an unequal system. Their research was published in the Journal of Personality and Social Psychology last year. Their research found key differences between men and women that have implications for training programs and public policy.

The researchers first surveyed 500 people and found that men are more likely than women to believe there are unchangeable gender-role differences—above and beyond biology. Men are more likely to prefer traditional roles, and those who strongly identify with traditionally male characteristics are more likely to say the current system is fair.

The researchers then tested whether their belief in fixed gender roles actually triggers men to justify the status quo. They asked people to read one of two versions of a short article. One version made the case that gender roles are fixed (“The vast majority of a society’s division of labor between the sexes is due to personal factors that remain stable over time”), while the other suggested that roles are due to environmental factors that can change.

They found that men who read the article endorsing static gender roles were, in subsequent questions, more likely to attribute stereotypically masculine traits to themselves and show strong solidarity with other men. They were also more likely to defend the current system. That was not the case for women.

“Men feel more pressure to perform their gender, as being deemed a ‘real man’ is not a given: it requires social proof,” Kray says.

In a final experiment, the researchers found that reading the article arguing for fixed gender roles led men to identify more strongly with positive “male” attributes (adventurous, independent) and distance themselves from negative “female” attributes (fussy, moody). Meanwhile, men who read the argument that gender roles are malleable identified less strongly with the male characteristics, and actually decreased their justification of the status quo to the point where they were in agreement with women.

That last finding is especially interesting because it suggests an intervention that may lead to faster progress in the quest for gender equality: encouraging men to adopt a growth mindset about gender roles, Kray says. Seeing roles as interchangeable—such as Mulhern did—has wide-ranging implications in both the home (who takes out the trash versus who changes the diapers?) and the workplace (who handles the finances and who develops marketing slogans?).

“When men are encouraged to adopt a growth mindset about gender roles, they become more supportive of interventions designed to increase gender equality.”

—Prof. Laura Kray

Kray is spending the academic year applying insights from her work to the real world. For example, she is looking at the role that mindsets play in the persistent 20 percent gender pay gap. “We see in voting patterns that men are less supportive of active measures to ensure fair pay. Yet when men are encouraged to adopt a growth mindset about gender roles, they become more supportive of interventions designed to increase gender equality.”

In the case of Mulhern, he credits the priest who counseled him and his wife before their marriage with first asking him to imagine what would happen if her political career took off instead of his. “He pried open the door to that idea for me,” Mulhern said. “Twelve years later, I threw myself into Jennifer’s career and my own adventure.”
For Rich Lyons, the summer of 2008 was a watershed moment. He had just taken over as dean of Berkeley Haas and, with each passing day, the news about the U.S. economy worsened. Bad Wall Street bets on home mortgages had already toppled Bear Stearns and were now threatening other venerable banks. Reporters calling Lyons for analysis started asking increasingly pointed questions: with so many MBAs populating the finance industry, were business schools partly to blame for the crisis?

The suggestion was both troubling and galvanizing. Lyons had become the 14th dean of Haas with ambitious plans to position the school as a dominant player in 21st century business education. Long before the economy stumbled, he concluded that businesses had a vital role to play in addressing the world’s biggest challenges. Students were newly hungry for a sense of purpose, and Lyons believed business schools had both the responsibility and opportunity to instill in students a set of core values and greater meaning. The first step was to create a new kind of business school culture.

“I knew that if we could articulate our long-standing values as a school, we could differentiate ourselves and, at the same time, convey to the world in a meaningful way that we understood our responsibilities,” recalls Lyons, who convened a teach-in shortly after Lehman Brothers collapsed in mid-September so finance and banking faculty could explain the roots of the market tailspin.

Those hectic first months marked the beginning of one of the most transformative periods in Haas’ 120-year history. Today, as Lyons prepares to step down in June after 11 years at the helm, evidence of his impact is everywhere—most visibly in the school values, or “Defining Leadership Principles,” that Lyons helped codify and are now literally set in stone in the renovated Robert G. O’Donnell Courtyard. The outdoor space is also adjacent to another Lyons feat: Connie & Kevin Chou Hall, a six-story, $60 million edifice dedicated entirely to student learning and interaction, which opened last fall.
Lyons’ mark extends beyond Haas. “He has become a model (for other Berkeley deans)—just as the Haas School has become a model for the campus,” says UC Berkeley Chancellor Carol T. Christ. “I have been so impressed with and, really, sometimes awed, by Rich’s leadership.” Last year she appointed Lyons co-chair of a campuswide strategic planning process.

The Culture Champion

One of the best pieces of advice Lyons received as dean came early in his tenure. Haas School Board member Margo Alexander, BS 68, retired chair and CEO of UBS Global Asset Management, told him he was the chief purpose officer. Lyons hadn’t always thought of himself in those terms. He was an economist by training, having earned his bachelor’s from Haas in 1982 and then a PhD from the University of California, Berkeley in 1989. He joined Haas in 1993, where he taught for 19 years before serving as a faculty member at Deloitte LLP. Additionally, the Dean Lyons Faculty Leadership Fund has been created to honor Lyons and to help future Haas deans recruit, retain, and develop a new generation of faculty leaders.

Lyons’ embrace of Question the Status Quo was evidenced, too, by his commitment to diversity in all its forms. Lyons never tires of playing: Guitar-strumming Dean Rich Lyons takes time away from his dean’s duties to play his favorite instrument to get relaxation time. Discover five tunes that guitar-strumming Dean Rich Lyons never tires of playing: haas.org/lyons-playlist

A Bright Future

Lyons has succeeded because he embodies the same values he so tirelessly champions. “He’s a servant-leader—someone who puts your needs in front of his own needs,” says Russi. Lyons, for example, regularly shares with all staff the positive feedback he receives—from students, alumni, or visitors—to illustrate how the work everyone does matters, a practice that has earned him great respect from his employees. Students are also drawn to his supportive and motivating nature. Sal Parsa, who was born and raised in Afghanistan, recalls meeting Lyons on his second day at Haas and instantly recognizing the kind of leader he aspired to be. “[Dean Lyons] is the most humble person I have ever met,” says Parsa, MBA 18.

Today, the Defining Leadership Principles are firmly embedded in the school, operationalized in essay applications, staff performance reviews, teaching. In surveys, students cite the principles as the number one reason they chose Haas, ahead of its top-tier reputation and prime location near Silicon Valley. Paul Norton, MBA/MPH 18, says students are imbued with the school’s values from the moment they step on campus. “Dean Lyons [has stressed] that this experience is about much more than taking your classes and finding your dream job,” he says. “It’s about building this community and embodying those characteristics in every aspect of your life.” Donning his chief purpose officer hat, Lyons has been known to send “purpose emails” to faculty and staff reminding them of the school’s mission.

“I don’t think there’s a conversation I’ve had with Rich where the four principles haven’t come up,” says Chancellor Christ, who quoted the Defining Leadership Principles as an example of the kind of values she hopes to articulate for the university as a whole when she was sworn in last December.

Fellow deans call Lyons’ leadership inspirational. Peter Henry, the dean of New York University Stern School of Business until the end of last year, admires how Lyons was able to weave the principles into the fabric of Haas. “The Defining Principles aren’t just a brand, they are a way of life,” says Henry, who has known Lyons for nearly two decades. “Everyone owns them, from top to bottom.” Adds Sally Blount, dean of Northwestern University’s Kellogg School of Management: “The most effective deans pick three or four things that they’re really going to try to move the needle on. [But] it’s one thing to say you’re going to do something and another to do it consistently and with discipline. Rich has done that better than just about any other dean on the planet over the last 10 years.”
LEADING THE WAY FOR 120 YEARS

From Berkeley Haas’ humble beginnings to today, each dean’s tenure has built upon the work of his or her predecessor, laying the groundwork for our growth and evolution.


Brought in eight of the nine largest gifts in school history, including the largest-ever donation from a UC Berkeley alumnus under age 40. Oversaw construction of new student-focused building. Codified school culture, through all degree programs to highest rankings ever. Added new degree program for undergraduates with the College of Engineering and other “science in business” programs. Revamped curriculum to emphasize experiential learning and soft leadership skills. Promoted diversity and gender equity initiatives.

LAURA D’ANDREA TYSON 1998–2001

Negotiated a path-breaking agreement with the university to allow the Haas School greater financial and operational autonomy, allowing Haas to better attract and retain world-class faculty by paying market-rate salaries. Added the weekend component to the evening MBA program. Launched the master’s degree in financial engineering and the first executive MBA program.

RAYMOND MILES 1983–1990

Secured, with the help of former dean Chert, the then-largest gift in U.C. Berkeley’s history for the new business school campus. Hired the school’s first full-time development director and increased outreach to alumni. Expanded the size and quality of the faculty, including the hiring of future Nobel Laureate Oliver Williamson.

RICHARD WALTER 1966–1979

Oversaw the creation of the international business curriculum. Launched the evening MBA program, the joint business and law degree (MBLJD), and one of the country’s first courses in entrepreneurship. Established new links to the business community, strengthened outreach with alumni, and created the Alumni Quarterly of the Year Award and the alumni magazine, originally called Decision.


Transformed the College of Commerce into a modern School of Business Administration. Inaugurated a long-sought graduate program, followed by the PhD and executive education programs. Recruited business executives to form an advisory council. Created several research units.

HENRY F. GRADY 1928–1934, 1936–1937

Shifted studies in specialized areas like finance, marketing, statistics, and foreign trade to the graduate program.

HENRY RAND HATFIELD 1916–1924

Helped found the American Association of Collegiate Schools of Business (AACSBO) to promote recognition of business education— now the industry’s accreditation body. Attracted East Coast scholars to teach during Berkeley’s Summer Sessions, further increasing recognition.


Expanded enrollment for undergrads and the Evening & Weekend Berkeley MBA Program. Increased faculty. Improved an array of services for students, faculty, and corporate recruiters. Boosted Haas’ showing in the major business school rankings to the top ten. Reached record-level fundraising, helping make progress toward Haas’ goal of financial self-sufficiency.

WILLIAM MCLAGLE 1951–1958

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TRANSARENT DESIGN OF CONNIE & KEVIN CHOU HALL SHOWCASES CREATIVE ENERGY OF BERKELEY HAAS

BY AMY MARCOTT

Stand in front of the new Connie & Kevin Chou Hall on any given night and you’ll see a building brimming with creative energy: students collaborating in break-out rooms or brainstorming ideas on an alcove’s writable wall, or enjoying lively chats in Cafe Think; members of the Berkeley Haas community engaged in the insights of top business leaders in the sixth-floor events space, Speaker Forum. The building, which opened last summer, is funded entirely by community donations and devoted solely to learning and interaction. Lead Architect Cathy Simon, of Perkins+Will, created Chou Hall with 24,300 square feet of exterior windows to showcase our vibrant, intellectual energy. “This building is really about featuring people in a community,” she says.

Community was a hallmark of the construction process. To achieve cost savings, Lead Partner Ned Speiker, BS 66, and Project Manager Walter Hallanan, BS 72, created a $50(3)C nonprofit fund, the Partnership for Haas Premnience, to implement an integrated design and construction process—a rarity for university projects. Designed to be 40 percent more energy-efficient than similar structures, Chou Hall is on track to be the country’s greenest academic building and the nation’s first business school building with a Zero-Waste certification.

Straddled between serene redwoods and urban life—all easy to enjoy from balconies located on every floor—Chou Hall stands for opportunity and endless possibility, says Simon. “It’s a place that embraces nature, the Bay, and the city, that opens up to the future, to the Pacific Rim but also to the beautiful verdant landscape that was original to this amazing place in the world.”

Spring 2018
Berkeley Haas’s Zero-Waste initiative aims to divert 90 percent of waste from landfills and achieve Zero-Waste certification by summer 2018—a feat never achieved by any of our nation’s business schools. It is also the first academic building in the nation designed for both LEED (Leadership in Energy and Environmental Design) Platinum and WELL certifications, the latter a designation reflecting a focus on user health and well-being. The building’s central staircase, for example, a common thoroughfare that encourages people to engage with one another while being active, is part of the WELL standard.

One side of Chou Hall’s new Cafe Think spills out onto the courtyard while the other offers a north-facing terrace for cool, shady spaces among redwood trees. As part of the WELL standards, food served in the cafe is organic and healthy, with an assortment of fruits and non-fried vegetables and reasonable portion sizes.

Chou Hall celebrates eco-friendly building practices and energy efficiency. Wood used in the building is all sustainably harvested. The redwood is repurposed, finding a second life in Chou Hall. The terrace surrounding Spieker Forum is made of Resysta, a combination of rice husks, salt, and mineral oil that is both environmentally friendly and extremely resistant to all weather. Photovoltaics on the sixth-floor terrace harvest the sun’s energy. A cistern under the building captures rainwater. Highly efficient chilled beams heat or cool only where needed. Solar shading and high-performance windows prevent overheating.

Students flock to the building’s intermediate spaces—lobbies, alcoves, and balconies. Some 17,000 square feet of writeable surfaces, including whiteboards, writeable paint, and glass, invite ingenuity.

Chou Hall Buzzing with Activity

Students flock to the building's intermediate spaces—lobbies, alcoves, and balconies. Some 17,000 square feet of writeable surfaces, including whiteboards, writeable paint, and glass, invite ingenuity.
Spieker Forum, the top-floor event space with a 24-foot LED video wall, has been likened to a tree house for its view of oak and redwood trees that give way to views of the Bay, Oakland, and San Francisco. With a capacity of 300 people and ability to stream content anywhere, Spieker Forum broadcasts important and inspiring ideas to the world.

Chou Hall engages the minds of future business leaders with tiered and flexible classrooms, AV-equipped meeting rooms, and ample breakout spaces. All classrooms are equipped for video capture (live streaming or recorded) with automated cameras that follow the speaker and audio/video teleconferencing. Instructors can present wirelessly—and allow students to present materials from their laptops or smart phones.

The new building, funded entirely by private donations, completes a quad around the Robert G. O’Donnell Courtyard, which has vitalized Haas’ outside meeting areas, providing a larger, more inviting, and flexible space—an outdoor “room” central to the Haas community.
Feeding Communities of Understanding

Restaurateur inspires cultural connections

When Uyen Nguyen was studying at Haas with a focus on entrepreneurship and venture capital, a career in the restaurant industry never occurred to her. But after she and her husband opened Nue, Seattle’s hottest new restaurant, a passion for the restaurant industry was awakened.

“Years ago, I wouldn’t have believed that I would go into this field,” Nguyen says. “I still laugh at myself.”

With her confidence and Students Always attitude, Nguyen is ready for any adventure. “I know I can always get another job.”

Opening Nue in 2015 was one leap of faith in a series for Nguyen. At age 21, she came as a refugee from Vietnam. She earned a degree in pharmacology at UC Santa Barbara and an MS in biomedical sciences from UC San Diego before enrolling at Haas. Her MBA in hand, Nguyen went to work first as an investment officer for CalPERS, then as the director of investment for Mekong Capital, a private equity firm focusing on mid-growth consumer businesses in Vietnam.

After moving to Seattle, Nguyen worked at Amazon and met her husband, Chef Patron Chris Cvetkovich. The idea for Nue arose during their extended honeymoon through Europe. “There’s a Romanian dish called micii that we loved,” she says. “We knew we couldn’t create a restaurant to just serve micii, but it gave us the idea to create a restaurant to introduce people to different foods and their stories.”

Nguyen believes food can break down barriers between cultures and create communities of understanding. “There’s a South African dish called bunny chow that is basically chicken masala. Why is there an Indian dish in South Africa? Because Indians went there to work on the railroads.” Those are the kinds of overlooked stories, says Nguyen, that can help people understand other cultures better. She says it’s a common sight at Nue’s communal tables to see strangers sharing their food. “Real conversation and real relationships can happen over a meal.”

The desire to create connections and help achieve larger societal good is something Nguyen credits Haas for reinforcing. In the past year she’s become a founding board member for Rmxng Washington, which seeks to increase the number of Democratic women leaders from diverse backgrounds in public office. She is also a founding board member of PIVOT, which engages and empowers Vietnamese Americans for a just and diverse America. Nguyen sees her Haas credentials as being helpful in this regard. “I wouldn’t have the bandwidth to do this if I was working for someone else,” she says.

With her confidence and Students Always attitude, Nguyen is ready for any adventure. “Nue is not going to be my last project,” she says. “I’m kind of fearless. At the end of the day, with my Haas degree, I know I can always go get another job.”

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Evolving Customer Service

Elena Gomez, BS ’91, CFG Zendesk San Francisco

In an age where digital transactions have altered how customers interact with companies, Elena Gomez helps fuel that evolution. “People have a higher level of expectation from customer service,” says Gomez, chief financial officer for Zendesk, the San Francisco-based company whose customer service software is used by more than 119,000 companies worldwide.

Gomez was named CFO in May 2016. That same year, Fast Company ranked Zendesk No. 5 on its list of Most Innovative Companies in Enterprise Software. Today, Zendesk helps or-ganizations build the best customer experiences.

“There are a lot of companies trying to innovate in this space, so our work is both an opportunity and a challenge,” Gomez says. “The growing fast. Helping my management team identify and prioritize investment choices in collaboration allows me to have a meaning-

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Gomez began her journey at Zendesk after finding success at the Fortune 500 index. “When I met with investors, they’re 99 percent men,” Gomez says. “I’m proud that I can set an example for future young leaders who want to be CFOs.” —AF

Major League Talent

Bill Firkus, MBA ’09

Director: Sports Medicine & Performance, Houston Astros Houston

He didn’t smash home runs or dazzle with blind-

in the Bay Area to their first World Series Championships. As the team’s director of sports medicine and performance, Firkus oversees a squad of athletic train-

ers, physical therapists, sports medicine doctors, strength coaches, a dietitian, a sports scientist, and mental skills providers. “My job is to enable the team’s success—to be everything from the visioner to providing direction to the administrator/coordinator who handles budgets and contracts and development plans,” he says. “I work with people who are much smarter than me. I just try to help bring it all together.”

When Firkus joined the team in 2013, the Astros tallied a baseball-worst 111 losses. So he spent the next 18 months researching, benchmarking, and contacting teams, experts, and innova-

Firkus says. Clearly, it’s paying off. Firkus says the Astros’ World Series triumph over the Los Angeles Dodgers was “pure ex-

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In 2006, Robert Chatwani, MBA 03, to launch the World of Good marketplace, enabling shoppers of toy socially responsible products from global producers.

Last year, Chatwani became CMO of Atlassian, a collaboration software company that aims to unleash the power of teams. Chatwani says that shifting from a B2C to a B2B marketing environment is a welcome challenge. “The future of how work gets done within organizations is changing faster than ever,” says Chatwani. “Remarkable innovation often emerges when people are empowered to seamlessly collaborate.” Thanks to a formative experience at Haas, Chatwani’s entire career has been a testament to the possibilities inherent in empowering that human connection and potential.

Diversity Champion

Cynthia Owyoung, BS ’94, MBA ’03, co-founded the NDK Gender, Equity & Leadership Commission for Europe.

In addition to teaching him organizational strategy, marketing, and civil engineering, Owyoung says. “The sense of perspective that gives you is extraordinary.”

Beyond his Haas degree, Foster also received at Haas through the Evening Berkeley MBA Program while working at Pacific Gas & Electric. Attendees were all working professionals from across a wide spectrum of industries who routinely convene to research and implement new building materials and advanced methods.

From his UN pulpit, Scott Foster urges people excited and motivated to change the world. “You are not consuming kilowatt hours, you are consuming lighting, heating, and a movie while you eat pizza in front of the TV,” he says.

What if, instead, we bought a menu of services from the power company—for example, heat or cooling to between 68 and 72 degrees and a certain average number of hours of lighting and cooking—for a monthly fee, and it became the company’s job to figure out how to supply it. Such a system would incentivize utilities to provide better services using less rather than more energy. “The minute we do that, energy efficiency happens automatically,” says Foster. As director of his UN division since 2011, Foster is fervent about pushing dramatic innovations in energy. “I am driven mad by the lack of logic and rationality in how things are done today,” he says. “There are things I can address through a UN platform that I can’t address through another platform.”From his perch, Foster oversees a network of governmental and private-sector stakeholders in Europe, North America, and Central Asia. Rather than using subsidies to support renewable energy, for example, he exhorts them to pursue market solutions to address climate change while fostering development.

A 30-year career in industry and as a private energy consultant and civil engineer has given Foster a unique private-sector perspective that’s different from the UN’s traditional bureaucratic approach. “When you hear your average UN person speak, you often hear a lot about process and how this or that committee works, and the challenge is in achieving tangible results,” he says. Foster has mobilized his staff and generated excitement around focused goals.

In addition to rethinking energy delivery, he has also pushed for a bold revamp of international building standards. “Forty percent of carbon dioxide emissions come from buildings,” he says. His organization is establishing centers of excellence worldwide and partnering with leading universities to research and implement new building materials and advanced methods.

To meet the organizational challenges, Foster cites the training he received at Haas through the Evening Berkeley MBA Program while he was working at Pacific Gas & Electric. Attendees were all working professionals from across a wide spectrum of industries who routinely brought real-world challenges to class. “That was a huge advantage,” he says. “The sense of perspective that gives you is extraordinary.”

In addition to teaching him organizational strategy, marketing, and other business topics, the program also transformed Foster as a public speaker, which has been invaluable as he has traveled the world to promote energy solutions. “You can express your vision clearly and simply,” he says, “you can define an entire organization in a way that gets people excited and motivated to change the world.”—Michael Blanding

Photo: Lucien Fortunati/AP images for Berkeley Haas
In the Back

Berkeley Leader: Live! L.A. Tour Date

Dean Lyons and Prof. Chatman discuss the state of the Defining Leadership Principles

Culture Talk

The Berkeley Leader: Live! tour, celebrating the impact and achievements of Dean Rich Lyons, BS ’82, landed in Los Angeles in January. Lyons took the stage with Jennifer Chatman, PhD ’88, Haas’ Paul J. Cortese Distinguished Professor of Management, to discuss how Haas can maintain its culture. The two co-authored a case study that takes a candid look at our culture initiative.

The study, “The Berkeley Haas School of Business: Codifying, Embedding, and Sustaining Culture,” offers a detailed history of the dean’s initiative, its successes, and the gaps that remain.

The event was held at Raleigh Studios, thanks to host and sponsor Mark Rosenthal, BS ’82, who announced a gift of $10K to the Dean Lyons Faculty Leadership Fund during his introduction. Lyons capped off the evening with a rousing rendition of “Mack the Knife” on his guitar.

UPCOMING EVENTS

haas.berkeley.edu/events

The Berkeley Leader: Live! on Blockchain
April 10
San Francisco

SF Giants Game
April 10
San Francisco

Real Estate and Mortgage Markets with Prof. Nancy Wallace
April 10
Palo Alto

MBA Reunion Weekend
April 27–29
Berkeley

Berkeley Haas Entrepreneurship Program Award Reception
May 3
Berkeley

OCMBA Laguna Sawdust Festival
July 21
Laguna Beach, CA

UC Team 10K
July 15
London, England

Summer Picnic & Welcome Party
August 19
Mountain View

Homecoming
October 13
Berkeley

Haas Gala
November 2
San Francisco

Remain a Student Always online through videos of Berkeley Haas faculty and speakers at Insights.

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Four infiltrated our lives. He investigates how The ability and social impact innovation lead for sustainability Schools of Business most influential companies looks at how the world’s Galloway, MBA 92 (Portfolio, 2017), In Leader by the Association named an Influential, was Alumnus Notes Alumni Notes Berkeley Haas MBA 93 Nonprofit Stars Business Journal was named among 15 "rock and became Cal's all-time played in 38 career games of the Year. Anderson Football Scholar-Athlete Matt Anderson, BS 17 has been named the Pac-12 Football Scholar-Athlete of the Year. Anderson appeared in 39 career games and became Cal's all-time leader in scoring in this season with 115 points.

In the Back

Haas Alumni Notes

ALUMNI NEWS: Accolades and Books

Person of Influence

Kristin Nicholson, MBA 93 received the "She Does" Award at the SHE-CAN (Supporting Her Educa
tion and Training of Native) annual gala in November for her dedication and contribution to the organization SHE-CAN connects professional US women with young female leaders from post- conflict countries to help them win US college scholars
dhips and become global leaders. Several of these classes were on hand to cheer Kristin (see note for Cynthia Harris, MBA 90). Mimi & Sonny Low, BS 83, at Angkor Wat, Cambodia, October 2017

Melissa Kelley, MBA 93; and Jennifer Weiss, MBA 20

Weiss, MBA 99 Kyley is the executive director of the Sonoma County Re
gional Parks Foundation which provides funding for the 59 parks in the area, and volunteer board president of Impact 100 Redwood Circle. Weiss is CEO of the Boys & Girls Club of Central Sonoma County, which currently serves 6,600 members in 40 clubs in the region.

Scoring Big

Mike Calvis, MBA 93, was named among 15 "rock stars" North Bay Business Journal in 2017 the North Bay Business Journal was honored for his work at the San Francisco Theological Seminary in Marin County.

In The Four: The Hidden DNA of Amazon, Apple, Facebook, and Google (Portfolio, 2017), Scott Galloway, MBA 92, looks at how the world’s most influential companies rose to prominence. An interview with the author, Four infiltrated our lives so completely that they’re already permeating your industry (or hobby). He also re
discusses the eight laws they apply the lessons of their ac
count to your own business or career.

cheid

Cal placekicker Matt Anderson, BS 17, was named the 2017 Pac-12 Football Scholar-Athlete of the Year. Anderson appeared in 39 career games and became Cal’s all-time leader in scoring in this season with 115 points.

MBA 93

MBA 92

in the Back: "I am happy to report that I have entered into a partnership with Chef Shaoching Bishop, a mentor and friend, and someone with whom I share vision for human	and a strong work
etic. The new Venture
rning about connecting
tti ti ontact me at 424-248-9581 or will@w
d help you with anything."
sites, this year, Belter is an official sponsor for the Tools & Tiara Construction Skills Summer Camp for girls ages 6 to 19 in New Orleans.

Koush Zamanzadeh, of San Francisco, writes, “I decided to try something new in 2017—to take a perceived risk in pursuit of a personal dream. I left my career to start a company with my friends. Our startup, Ping, is an AI-powered solution that helps lawyers and provides our first major anchor firm in the U.K. law firm. I never imagined I’d have to move to pursue my dream, but I imagined I’d have to move to San Francisco, writes, “I, of San Francisco, am one of 25! I enjoyed our month-long honeymoon in Africa recently, and I

Koush Zamanzadeh, BS 09, MBA 16, and Ryan Alshak during their senior year at Cal and tied the knot in October. The couple met Cao, BS 2010 (EECS), in December/January. "I enjoyed our month-long honeymoon in Africa recently, and I

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high prices due to dry season) accompanied by an enervating array of family demands on her time. Our VRBO cottage on the outskirts of Paris was a real village near Alba had a fine view of the surrounding snow-covered Alps. I recall an offbeat New Year’s holiday for us Napa Valley winemakers. The Piemonteans are generous-things we shared their wines and a fine tradition that we endeavor to simulate when sentencing wine fans visit us at Villa Nagli. We have shared recommendations with many of our friends to trip to Piemonte; email id@villanaglia.com.

1981
John Wolf passed away November 20, 2017, at home. He was 62. According to the obituary, he had a long career in IBM and retired in 2013. He loved music, dancing, traveling, and was an avid golfer. He held well to his family and was a person of humor, quick wit, and a great sense of humor. He had a lively knowledge of all things related to wine and was an expert. He loved his family, dinners with friends, and was a life member of one of John’s favorite charities, Sierra Nevada Hospice and won a trip to the village near Alba had a fine view of the surrounding snow-covered Alps.

2010
visited San Francisco and the Berkeley Haas Healthcare Conference on behalf of John Hopkins Medicine. While there, I reconnected with some wonderful classmates, including Amy Jones, Kirsten Baker, Julie Templeton, Hana Richter, and Lisa Thomas, with whom I’m still in touch. Our son, Joe, is an incredible, unforgettable Haas MBA experience. And has been a professor, teaching economics, at John University. And, he has a master’s degree in management and some focus on metrics and analytics.

1996
David Cowan, of San Carlos, Calif., reports, “I’m still running Impression Chicago, where I teach, trans- late, edit, and conduct research in French and English. Since 2010, I’ve also been on the faculty at the School of Innovation in France, my son, Nick, and I, as well as the University of Vernon and my twin daughters, Alexandra and Sophia, are alumni at the Lycee Français de Chicago.”

2010
Kevin Witz, Michelle Buckles, Rob Pascual, Sandra Stambouh, and Lisa Thomas were also on hand to cheer Kristin as she was presented with this prestigious award.

Alumni Notes

MBA cont.

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MBA cont.

We’ve been delighted by the responses that we’ve received from kids, parents, politicians, and even U.S. Supreme Court justices.

Tanya (Shaw) Steinheifer, of Mill Valley, Calif., an – ron culmination, was honored to learn that she had been named recipient of the national Heart of Financial Planning award by the Financial Planning Association. This award recognizes people who give back to the profession and the public in a variety of ways. I guess all my volunteer efforts have finally paid off!

2001

Raj Manghani relocated back to the Bay Area from Asia in early 2017 and has also transitioned from his consulting career. He reports, “I have accepted an exciting new opportunity with Calpont Systems to establish a San Francisco headquartered firm, as the company’s global head of product management and a member of the firm’s operating committee. I will be responsible for driving product strategy and execution across the product suite for the more than 700-person firm that was founded in 1997. This would not have been possible without the support of the Haas community, particularly my fellow MBA 2001 Haas community, personally I get tremendous value from being a part of the Haas alumni network and brand in a way to connect me with other Haas alumni from my cohort and other Haas alumni who are going in a similar direction. I am extremely thankful to be a part of Haas alumni and this wonderful part of the world.

Eric Brethishler, MBA 02, with daughters Sydney and Yasmine, son, Jake, and wife, Sara, living on the Great Green West area of Melbourne.

Todd Weinhandl, of Alam- eda, Calif., celebrated the purchase of his company, Columbus Mobile Systems, by Horner in November. “This was the culmination of Columbus headquarters in Hayward in 2015 when the 100-year-old maker of premium power steering and steering related parts went through a turnaround. As the director of marketing and innova-

ting to Jakarta, we have managed to fit in trips to Western and Southeast- ern Australia and within, to see unique sites in Bali- martan’s Camp Leakey and Komodo dragons in Komodo National Park. If you find yourself in this region of the world, please contact me at sobrathreather@ outlook.com.

Melissa Dickerson, CIO and managing director of private equity firm Calypso Investments, was named in the Janu-
ary issue of Private Equity & Acquisitions magazine as one of 35 leading female transaction pro-
fessionals in mid-market. MBA Dickerson built out Global Investors’ operational infrastructure as it grew from $200 million to $9 billion in assets under management.

2002

Kim Carlos, of Clevel-
dan, Ohio, writes, “I recently joined Alumni Ventures Group as managing partner of Castor Ventures, an MIT-focused venture fund. We have eight other sibling funds, including a new 30 million Schroder Creek for Berkeley alumni. Looking forward to new chal-

ge and growing the opportunity in 2018 and beyond.”

Sunil Gupta, MBA 02, reports, “Gourmet Grass is an igniting force in the market for a WordPress solution. We have sold our product to 100,000 websites this year and I’ve had the pleasure of working with a wonderful team of engineers and designers.

Tanya Tag, MBA 02, with children Alex (8), Ilana (6), and Mark (4), living in Berkeley.

I continue my strategy for the 100-year-old maker of fuel systems to become a 100-year-old maker of innovative technology, that will boom in 2018, 2019, and 2020.

2003

Janine Sang, MBA 03, reports, “2017 brought the new Prologis confer-
eence center, hosted by the San Francisco office. Earlier in the year, I helped transform Calypso’s chief adminis-

Parisian, a wonderful community. ”

Prestigious, and a great community, with rich history. I was a member of the firm’s management and a member of the firm’s operating committee. I will be responsible for driving product strategy and execution across the product suite for the more than 700-person firm that was founded in 1997. This would not have been possible without the support of the Haas community, particularly my fellow MBA 2001 Haas community, personally I get tremendous value from being a part of the Haas alumni network and brand in a way to connect me with other Haas alumni from my cohort and other Haas alumni who are going in a similar direction. I am extremely thankful to be a part of Haas alumni and this wonderful part of the world.

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Eric Brethishler, MBA 02, and family.

Go to Visit our STRING FOR MORE INFORMATION: haasalumni.org/email
personal note, my family recently moved from Montreal and Quebec City, and we fell in love with those two places (yes it feels like fall). The people of Canada are so friendly and the Quebec food scene is wonderful, especially if you love coffee and unpain- style pastries.

36 2013 5th Reunion Ap ril 27–29, 2018 Toby Sun announces, “Bike-sharing company LimeBike, co-founded with Brad Bao, MBA 05, snagged a $50 million investment (on top of $12 million in March 2017) to speed up its rollout to 30 states across the U.S. this year. We are planning to surpass Chinese bike-sharing companies ofo and Mobike, which both invested $1 billion in March 2017.” The 2018 internship report by Toby Sun.

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In the Back

40 2019 9th Reunion April 27–29, 2019 Aleksei Blagovestchensky, writer in residence at the Berkley Center for Religion, Peace, and World Affairs, says, “The California dream is more alive today than ever. We are witnessing a new wave of innovation in silicon valley, a shift away from the traditional tech industry and towards sustainability and social good. This is a moment of opportunity for us to shape our leadership. Alex shared his experiences from the media- industry, helped me refine a business model, and focused on addressing macroeco- nomic challenges like labor market volatility, climate change, and the shifting political landscape. We discussed the so-called "deep technology" and standout companies from Fund I include DishCraft Robotics, a breakthrough robotics company, and ALICE technologies, a breakthrough AI for construction equipment." The 2019 internship report by Aleksei Blagovestchensky.

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In the Back


Elisa Ross, founder of Ross & Rie, a family-owned business, operated for over 49 years, and the family-owned business, Ross & Rie, is located in 495 De Haro Street, has a long history of serving the San Francisco Bay Area. It is located in the same location as the family-owned business, Ross & Rie, since the late 19th century. If any family members, and new family members, would love to share further details about their work, please feel free to contact us. 

BCEMBA Alumni Notes

Anuj Ralhan, BCEMBA 10

Anuj Ralhan, of San Francisco, has a new job (as of July 2017) as executive director with Moorsor Foundation which invests in education and in developing local schools focused on family and private capital raising with offices in London, New York, and Silicon Valley.

2011

Rupam Shrivistava, of Jodhpur, India, writes about his experiences:

“My partner and I are launching a new asset management company called the Jodhpur Wealth Management. We have an 18-year pedigreed in investing in ventures with successful investees like Back, and Skybit. Our public equity fund is newly launched, and we focus on emerging markets, emerging technology stocks. The plan is to use VC style investing in public stock—focusing on strong teams, scalable business models, company efficiency, and sustainable growth among others. Our research is based on the original Fama French 3 factor model and is centered subsequently by Carhart. We have refined and adapted this model for U.S. technology stocks—focusing on factors such as our work is consistent with what we consider relevant from a VC perspective. I would love to share our further details with like-minded alumni, students, and visitors. We plan to launch our new company, Hoping to connect with you all.”

2012

Dina Arei, according tohttp://www.markets-insider.com, was named CEO of FULL BEAUTY Brands Inc., an authority on luxury goods for brands and consumers everywhere. Her startup connects brands to consumers with the goal of increasing Waves Foundation’s impact on the community. She previously was a director with Mooreland Haas.”

2014

Darrack LM, of Oaktown, Calif., became CEO of Costa Farms, a company in the public sector. The private nonprofit organization “promotes general welfare and enhances the quality of life for the community by identifying, developing, and providing commercial, financially self-sufficient health and social services for older adults in the Oaktown area,” he writes. “I am an 18-year pedestrian in the field of healthy living and social policy. Since October 2012, I have been a member of the Costa Farms Foundation board of directors, which is the board that controls the company.”

Nicholas G. Hall, of Columbus, Ohio, Fisher College of Business Distinguished Professor at The Ohio State University, is serving as the 2017 president of INFORMS. The 12,500-member professional society focuses on leadership in operations research and analytics theory and applications to public policy, military, health care, and other applications. Hall is currently a professor in the Department of Management Science and Information Systems at The Ohio State University.

2015

Cristy Johnson Lindom took on a new job as executive director of San Francisco-based youth arts organization Youth Speaks. For the past seven years, she served as executive director of the Bay Area Arts Center in Oakland, a leading arts education and enrichment organization. She attributes her leadership to the fact that the arts gave me hope and a voice, and that communities could be about those voices and driving the conversation.”

2016

Robert Wortsch, BS 40, Grant Schonfeld, BS 44, Yonekazu Satoda, BS 42, Emma Thomas, BS 45, Joseph Dutto, BS 47, Harold Horbach, BS 48, Richard Laughlin, BS 47, Virginia Sibley, BS 47, Edward Wintirh, BS 47, Edward Yun, BS 47, William Chipman, BS 48, Mitchell Flint, BS 48, Albert Gabe, BS 48, Alexander Hellor, BS 48, Herman Johnson, BS 48, Norman Leverone, BS 48, Donald McCaw, BS 49, Elmer Placo, BS 49, John Rancicati, BS 49, Aram Shamsian, BS 49, Robert Skinner, BS 49, Raymond Skinner, BS 49, Kenneth Adams, BS 50, George Cavos, BS 50, David Freedberger, BS 50, Warren Parker, BS 50, Emmos Sebenos, BS 50, Fumio Yoshikawa, BS 50, Lefford Chandler, BS 51, David Davis, BS 51, Robert Drabkin, BS 51, MBAY 52, Walley Clay, BS 51, Gerald Flieder, BS 51, Preston Hotchkis, BS 51, Curtis Thirft, BS 51, MBAY 52, MBAY 53, Richard Minervu, BS 52, Manuel Talkowski, BS 52, Dudley Wester, BS 52, James Low, BS 53, Betty Alberton, BS 54, Ronald Gupitl, BS 54, Winton Matther, BS 54, MBAY 55, MBAY 56, MBAY 57, MBAY 58, MBAY 59, MBAY 60, MBAY 61, Christopher Wright, BS 87, Kant Bhat, BS 87, Randall Heppner, BS 87, Cynthia Stormb, MBAY 88, Joyce Huen, BS 97, Zhui Bao, BS 97, Tina Wong, Staff, Sherry Biegardt, Staff, Sidney Chan, Friend, Donald Davis, Friend, Leah Schopp, Friend, Charles Warth, Friend

In Memoriam

Dean Shine, BS 54, William White, BS 54, Jack Anderson, BS 55, Klaus Brandt, BS 55, Jack Gartin, BS 55, James Keiser, BS 55, Thomas Bennett, BS 57, Nathaniel Bzahl, BS 57, Lea Jones, BS 57, Robert Antohorpe, BS 58, Donald Davis, BS 58, Peter Trinchino, BS 58, Robert Maksimow, BS 59, Teru Manayama, BS 59, Suguna Rana, BS 59, Joseph Sporin, BS 59, William Simpson, BS 61, Rose Buck, BS 62, Dennis Hass, BS 62, Henry Prunier, BS 65, Lee Pai, BS 65, Wallace Lowery, MBAY 69, Arthur Tyler, MBAY 69, Helen Wallington, BS 70, Susan Hueter, BS 79, John Wolf, MBAY 81, Christopher Wright, BS 87, Kent Bhat, BS 87, Randall Heppner, BS 87, Cynthia Stormb, MBAY 88, Joyce Huen, BS 97, Zhui Bao, BS 97, Tina Wong, Staff, Sherry Biegardt, Staff, Sidney Chan, Friend, Donald Davis, Friend, Leah Schopp, Friend, Charles Warth, Friend

Spring 2018 39

In the Back

Save the date: MBAD Lunch/Weekend, April 27–29, 2018

Paul Otellini, MBAY 74, Former Intel CEO

Former Intel CEO Paul S. Otellini, MBAY 74, an innovator who left his mark on the company’s $53 billion division, died Oct. 2 at his home in Sonoma County. He was 66.

In his most recent role as chief data officer at Intel, Otellini guided the semiconductor chip and microprocessor company to new heights from 2005 until his retirement in 2013. During his eight-year tenure as CEO, Otellini oversaw the company’s transition to $53 billion in 2012 — more revenue than Intel generated during the company’s previous 46 years. He served in many roles at Intel, including chief of staff to former CEO and co-founder Andy Grove, executive vice president and general manager of the architecture group and of the sales and marketing group, and chief operating officer.

Otellini maintained a lifelong connection with Berkeley Haas, which he said laid the foundation for his successful career at Intel and with his wife, Sandy, were early benefactors to the Chou Hall capital fund, giving $1 million to the new building, which opened in August. He was honored as Haas Business Leader of the Year in 2007.

Born in San Francisco in 1950, Otellini received a bachelor’s degree in economics from the University of Washington in 1972 before earning his Berkeley MBA.

Ottellini is survived by his wife, Sandy; mother, Evelyn; son, Patrick; daughter, Alexie; grandchildren, Nico and Mia; and brother, Rev. Msgr. Steven Otellini.

Peter Thigpen, Haas Ethics Instructor

Peter Thigpen, a former Levi Strauss & Co. executive who taught business ethics to generations of Haas MBA students, passed away in Mill Valley on Nov. 8 after a short illness. He was 78.

Thigpen had taught Ethics and Responsible Business Leadership to MBAY students every spring for the past 27 years. Born in 1939 in Passaic, N.J., Thigpen attended Stanford Business School graduating in 1961 with a degree in economics. After a stint in the Marines, he returned to Stanford and joined the MBA program.

Thigpen joined Levi Strauss in 1967, eventually becoming president of the European division. He led the brand’s high growth in the region through the 1970s and early 1980s. In 1981, he was named president of Levi Strauss USA and served in executive roles and on the board until he retired in 1991. That “retirement” began a new chapter of his life, as an advisor and volunteer with several organizations, an active family man, a Haas School alumnus, and a household name in the Bay Area. Thigpen is survived by his wife, Shelly; brothers, Steve and Jeff; sons, Craig, Eric, Chad, and Zach; four grandchildren; and five nieces and nephews.

Stephen Davenport, BS 54, MBA 55

Stephen Davenport, BS 54, MBA 55, a devoted supporter of Berkeley and Haas, died on Oct. 8. He was 85.

Davenport spent his career in life insurance, building a leading agency from scratch, training and managing hundreds of successful professionals (many Berkeley alumni), and helping his cherished clients. He served on numerous community boards, including Weil-Ponton Health Networks, John Muir Hospital, and Alta Bates. With his wife, Virginia, Davenport regularly supported the Haas Fund, the Center for Social Sector Leadership (CSLL), and Boost. He was a CSLL's founding board chair and, says Noha Silver, the Center's founder and faculty director helped lead CSLL to its No. 2 U.S. News & World Report ranking for nonprofit studies. Davenport served on the Cal Business Alumni Board and was an avid supporter of the Berkeley Business Fellows program, which places Berkeley graduate students on local nonprofit boards.

Davenport is survived by his wife, Virginia; sons, Rick and David; and five grandchildren.
Answer Key
Solving implicit bias in the startup industry

While working on my neuromarketing startup, Neu- reFocus, I learned a massive amount about the brain. Perhaps the most impactful finding was this: Much of what drives our behavior is not accessible to the conscious mind. Specifically, we sometimes act in a biased manner toward a specific group of people due to attitudes that are buried deep in our brains and that are not consciously accessible, even after introspection. Neuroscientists call this phenomenon “implicit bias.”

A recent study by Dana Kanze, Laura Huang, Mark A. Conley, and E. Tory Higgins published in the Harvard Business Review reveals actionable insights into what can be done about implicit bias in venture capital. Finally.

About 2 percent of all venture funding goes to female entrepreneurs, the study reports, despite women owning 38 percent of the nation’s businesses. What’s more, having more women as VCs doesn’t appear to be a one-stop solution to the problem. Says the study, “Over the past several years, the U.S. has seen an increase in the number of female venture capitalists (from 3 percent of all VCs in 2014 to an estimated 7 percent today), but the funding gap has only widened.”

The authors of the study observed Q&A interactions between 140 prominent venture capitalists (40 percent of them female) and 189 entrepreneurs (12 percent female) at TechCrunch Disrupt New York, an annual startup funding competition.

“When we analyzed video transcriptions of the female entrepreneurs’ different questions. Their behavior was probably entirely due to implicit bias and inaccessible to the conscious mind. As the director of a startup accelerator who has posed thousands of questions to male and female entrepreneurs, I work very hard to avoid this behavior and have a conscious intention to treat female and male applicants to SkyDeck equally.

Fortunately, the research offers actionable solutions. To confirm their finding that promotion questions lead to more funding than prevention questions, they took clips from the TechCrunch event and presented them to a group of angel investors and ordinary investors and asked both groups to make theoretical investments. As with the real TechCrunch scenario, the theoretical scenario resulted in the same outcome: promotion questions led to more investment.

But the researchers took it a step further and re-mixed the questions and answers. When the clips presented prevention questions with promotion answers to those questions, angel investors allocated 1.7 times more capital than they did with a prevention question/prevention answer scenario. Ordinary investors carried out the same in the prevention question/prevention answer scenario.

Again: Investors allocated more capital in the promotion scenario when questioning female entrepreneurs different questions. Their behavior was probably entirely due to implicit bias and inaccessible to the conscious mind. As the director of a startup accelerator who has posed thousands of questions to male and female entrepreneurs, I work very hard to avoid this behavior and have a conscious intention to treat female and male applicants to SkyDeck equally.

HIRE HAAS
Visionary leaders take bold action. And that’s exactly what innovative businesses need to stay ahead. If you’re in the position to recruit, hire a Haas student or graduate. You’ll know you’re getting the kind of thinker who challenges convention.

4 EASY WAYS YOU CAN HIRE HAAS
1. Visit the Berkeley Haas LinkedIn Group job board, exclusively for all alumni: linkedin.com/groups/113/jobs
2. Hire Berkeley MBA students and alumni at recruit.haas.berkeley.edu or email jobs@haas.berkeley.edu
3. Post a job for Haas undergraduate students and alumni at berkeley.joinhandshake.com
4. Recruit an MFE student or alum at mfe.berkeley.edu/careers/recruiters