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BerkeleyHaas

Spring 2018

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Connie & Kevin Chou Hall showcases creative energy of Berkeley Haas

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BerkeleyHaas

LEADING WITH SOUL AND PURPOSE

Berkeley Haas culture champion Rich Lyons, BS 82, completes his tenure as dean



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BerkeleyHaas

Spring 2018

FEATURES AND DEPARTMENTS **THE DEAN RICH LYONS ISSUE**



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**

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Find special online-only content and submit alumni notes at haas.org/alumni-mag



Haas List

1 Alumni Prize for the Wise



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

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, entrepreneurial leaders who will help transform Africa. The school now has six degree programs, over 1,000 alumni, and 870 students with a student-to-faculty ratio of 22:1. Watch the WISE Ashesi documentary: haas.org/ashesi-wise. The WISE Prize was established in 2011 by Her Highness Sheikh Moza bint Nasser. The previous winner was Dr. Sakena Yacoobi, known as Afghanistan’s mother of education, who has spent two decades rebuilding her country’s educational landscape.



2 Research Thought Leaders

Look for insights from your own professors in a special 60th anniversary *California Management Review*. Published last fall, the issue features all Haas faculty content that ties into our mission to develop leaders 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.

3 Marketing What’s in a Wordmark?

You may have noticed a new look for our Berkeley Haas wordmark, one that uses the colors and font of UC Berkeley combined with the modern tone of Haas. A wordmark conveys principles and values and needs to be immediately recognizable. This design makes it clear that Haas is part of the world’s best university. It also allows us to showcase what Haas is known for. There’s an energy in the combination, tradition meets progress in a wordmark that is digitally nimble, distinct, and recognizable for Berkeley Haas.

Berkeley Haas



4 Celebration Happy Birthday #Haasculture!

Our Defining Leadership Principles—Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself—turned eight this spring and the school celebrated with Haas Culture Day. “Leaders set culture,” Dean Rich Lyons, BS 82, said at the event. “You can’t think about leadership without thinking about setting norms and values.” Codifying Haas culture has paid off. *Poets & Quants* described Haas as “the archetype for a values-driven MBA program.”



5 Rankings The B-School for Women

Fueled by high alumnae salaries, the Full-time Berkeley MBA Program ranks #2 among U.S. schools and #3 in the world for women, according to the *Financial Times*. Haas ranks #2 worldwide for how well female Berkeley MBAs achieved their aims. Nearly half the ranking, which looked at the Class of 2014, is based on career success. With an average salary of \$179,930 three years post-MBA, Haas alumnae were the second highest paid in the world, earning slightly more than their class overall.

6 Accolades Top-Notch Teacher

Haas Senior Lecturer Holly Schroth, who has taught negotiation and conflict resolution skills to undergrad, graduate, and executive education students since 1992, was honored by *Poets & Quants* in their inaugural list of the Top 40 Undergraduate Business Professors. Schroth employs exercise simulations in the classroom—lessons students praised for being “relatable and memorable.”



Senior Lecturer Holly Schroth

Faculty Honors

Coming Up Rose

Prof. Andrew Rose, an international finance scholar who has taught macroeconomics 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.

Prof. Andrew Rose



8 Entrepreneurship Founders Keepers

Sexual harassment claims and unethical business practices often mean the undoing of traditional CEOs, but not for leaders of startups, says Steve Blank, an entrepreneurship lecturer 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 inexperienced 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.

9 Cryptocurrency Blockchain Reactions

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 cryptocurrency such as Bitcoin. Read about one class, Blockchain, Cryptoeconomics, and the Future of Technology, Business, and Law on the blog of MBA/JD student Josh Ephraim (haas.org/blockchain-class). Blockchain at Berkeley (blockchain.berkeley.edu) is a student-run organization serving the campus and greater East Bay communities, including alumni.



Haas News

BY THE NUMBERS

Global Rankings

Berkeley Haas graduate programs have scored high in several recent rankings, one boosted by alumni salaries.

#1

Berkeley Master of Financial Engineering (MFE) rank nationwide, by QuantNet

#2

MFE rank for employment outcome three months after graduation, by QuantNet

#1

Evening & Weekend Berkeley MBA Program rank, by *U.S. News & World Report*

#7

Worldwide rank for the Full-time Berkeley MBA Program (FTMBA), by *The Economist*

#7

FTMBA program rank, by *U.S. News & World Report*

#7

Nationwide rank for FTMBA program, by the *Financial Times*, with a worldwide rank of #10—a jump from #13 thanks to strong alumni salaries

6th

Among the highest-paid MBAs in the world, for the FTMBA Class of 2014, as per the *Financial Times*.



Berkeley Haas Director of Diversity and Inclusion Érida Bautista

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 Érida 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 UCSF’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 climate that will continue to attract the best students to Haas,” she says.

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 wean 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.



Berkeley Haas Prof. Emeritus Janet Yellen

Yellen chose to keep rates rock bottom far longer than conventional wisdom considered safe, presiding over just small increases in the Fed’s benchmark interest rate. Her genius was to recognize that the rules of the past no longer applied. The evolution of the global economy meant that much lower interest rates could be tolerated without triggering inflation.

Yellen will now serve as a distinguished fellow at the Brookings Institution’s Hutchins Center on Fiscal and Monetary Policy. The new Fed chair, Jerome Powell, is expected to closely follow the course Yellen set.

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 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.



Francesco Rockwood, MBA 93, and Emily Walling, MBA 08

DEAN’S LETTER



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

Moving On

The bittersweetness 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 Jenny Chatman, PhD 88, 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 bittersweet, 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 we’ll 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,

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

Power of Haas Ideas

FACULTY
THOUGHT
LEADERSHIP

COMPENSATION STRATEGIES

ASSOC. PROF. GUSTAVO MANSO

In Praise of Golden Parachutes

In motivating innovation, golden parachutes may have silver linings says **Assoc. Prof. Gustavo Manso**

When an executive fails to turn a profit yet still gets a rich payout, it's certain to 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 New Enterprise Development. "You need to reward early failure and focus on long-term results."

After last decade's financial crisis, when the leaders of some of the nation's largest banks and brokerages walked away with tens of millions while their companies needed taxpayer bailouts or fire-sale takeovers, golden parachutes for executives who don't perform came to be seen as improper, while linking compensation more tightly to success came into favor.

Manso has re-examined compensation for an age of innovation. In particular, his research finds that provisions such as incentive packages that pay well despite short-term failure, stock options that keep their value when share prices fall, and even generous payments when corporate leaders lose their jobs—precisely the perks shareholder activists hate—may sometimes be needed to motivate managers to take risks and try new things.

Manso's work comprises a groundbreaking mix of theory, data analysis, and experimentation. In a landmark 2011 article in *The Journal of Finance*, he built on the classic distinction between two approaches to management: "exploitation" and "exploration." The first relies on tried-and-true practices that are likely to pay off. The second seeks better ways of doing things but can lead down blind alleys.

Using a theoretical model, Manso showed that pay-for-performance works well when the goal is to achieve the best results from known techniques. But managers who are expected to innovate must be paid for long-term, not short-term results, and they should not have to worry about losing their jobs if new methods fall short.

In a later article, Manso modeled the impact of public versus private ownership structures on investment in innovative projects. He and his co-authors found that while public ownership incentivizes the companies to cash in on existing ideas—since the market reacts quickly to good and bad news—private ownership gives more leeway for exploring new ideas.

Manso cautions, however, that using compensation plans to motivate innovation can prove tricky in practice. To make sure managers don't take advantage of arrangements that tolerate short-term failure, their performance must be monitored and they must be given regular feedback. And the burden on boards is intensified because directors must create incentives for innovation while also guarding against abuses. —*Sam Zuckerman*



ILLUSTRATION: JOEY GUIDONE

The Power of Story

Why storytelling is essential for brand marketing



Prof. Emeritus David Aaker

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 400 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 or 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 refunded 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."

—Prof. Emeritus David Aaker



David Aaker's new book, *Creating Signature Stories*

By learning how to tell authentic and emotionally engaging signature stories, companies can assure that their employees and companies associate them with a higher purpose, creating loyalty to the brand for years to come. —*Michael Blanding*

Power of Haas Ideas

FACULTY
THOUGHT
LEADERSHIP

ALTRUISM ASST. PROF. JULIANA SCHROEDER

A Handout or a Helping Hand?

How we judge others guides how we help them says **Asst. Prof. Juliana Schroeder**

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 degrading 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, memory, planning, thoughtfulness, and cognition. They then asked subjects to decide whether they’d rather contribute to GiveDirectly, a relatively agentic charity that transfers 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 be easily 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 to (in this experiment) Oxfam versus 42 percent to GiveDirectly, those who were told of the recipients’ pluck were 23 percent more likely to choose GiveDirectly. “Even when the recipient group is exactly the same, the information you give someone about them meaningfully influences their giving behavior,” Schroeder says.

Schroeder points to malleable perceptions as a good reason to question how our perceptions of ourselves and others may affect our behavior. Charities that emphasize the helplessness of aid recipients may unintentionally send a signal that they have low mental capacity. “When you dehumanize an individual or a group it can affect how you help them,” Schroeder says.

Meanwhile, those donating to charities or setting policies for fellow citizens may want to think twice about the assumptions they are bringing to their own altruistic impulses and what is most likely to empower those they seek to help. —*Michael Blanding*



ILLUSTRATION: ADOBE STOCK

Are Politicians Smarter than CEOs?

On the intelligence of elected officials



Prof. Ernesto Dal Bó

While Americans’ approval of their Congressional representatives are near record lows, new research shows that politicians aren’t necessarily a bunch of good-for-nothings—at least in Sweden.

Prof. Ernesto Dal Bó and four colleagues analyzed a rich trove of public data and found that Swedish voters consistently elect leaders who are, on average, significantly smarter and better leaders than the populations they represent. On average, top Swedish elected officials have higher intelligence and leadership qualities than the CEOs of mid-sized companies.

“We found evidence that there are plenty of great people available in politics,” says Dal Bó, the Phillips Girgich Professor of Business. “Moreover, among those candidates who happen to be available, it’s the relatively better ones who make it to the higher echelons of the political structure.”

His paper “Who Becomes

a Politician?” focused on Swedish municipal and national politicians elected over a 30-year period. Published in the Nov. 2017 *Quarterly Journal of Economics*, it was co-authored with Berkeley Haas Assoc. Prof. Frederico Finan, Prof. Torsten Persson and Assoc. Prof. Johanna Rickne of Stockholm University, and Uppsala University researcher Olle Folke.

Researchers selected Sweden as an advanced democracy and because it has public data on all males conscripted into the military from 1951 to 1980. The data include the results of two mandatory tests: a general intelligence test and a leadership test that assessed social maturity, psychological energy, intensity, and emotional stability.

Researchers matched the test data with the names of some 50,000 people elected to national parliament and municipal office between 1982 and 2010. They also tapped government data on all residents over age 16, including age, sex, education level, and occupation, as well as earnings data from the Swedish Tax Authority.

All combined, they built a complete database of elected officials, test scores, income levels, and family backgrounds.

The researchers reached several conclusions. First, they found that not only do Swedish politicians have higher average IQs and stronger leadership qualities than those they serve, but they are also representative of the electorate: Swedish politics attracts competent people beyond the scions of elite families, Dal Bó says.

“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 unsuccessfully 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 or that voters may inevitably elect poor leaders.”

—Prof. Ernesto Dal Bó

While the results cannot be directly applied to other countries, the findings disprove the notion that political systems that encourage broad popular representation end up with mediocre 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 Philp*



Why Is Gender Equality So Hard to Achieve?

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

By **Laura Counts**

Dan 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 they tapped as a candidate. Several years later, Mulhern became First Gentleman to Gov. Jennifer Mulhern 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 roles 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 work 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 argued 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.”



LEADING WITH SOUL AND PURPOSE

Berkeley Haas culture champion Rich Lyons, BS 82, completes his tenure as dean

BY KRYSTEN CRAWFORD

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.

Today, about 2,300 students are enrolled in six degree programs that are among the highest ranked in the world. The full-time MBA Class of 2019, with 284 students, is at record size. The revamped curriculum now emphasizes experiential learning and “soft” leadership skills like creative problem framing. Efforts to promote diversity and gender equity have taken center stage. A newly launched undergraduate degree program with the UC Berkeley College of Engineering aims to develop a new breed of tech leaders with courses in liberal arts, engineering, and business. Just as significant: Lyons boosted fundraising to offset dwindling state funding and helped bring in \$350 million in donations, including eight of the nine largest gifts in school history. A pledge of up to \$25 million from Connie and Kevin Chou, BS 02, is the largest ever from a UC Berkeley alum under age 40.

“Rich is leaving a very strong foundation for a successor to build upon,” says Jack Russi, BS 82, chair of the Haas School Board and national managing partner of corporate development 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.

“I knew that if we could articulate our long-standing values as a school, we could differentiate ourselves and...convey to the world...that we understood our responsibilities.”

—RICH LYONS

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 MIT. After a six-year teaching stint at Columbia Business School, he joined Haas in 1993, where he taught international finance across various Haas programs

and wrote a book, *The Microstructure Approach to Exchange Rates*. Students loved Lyons, awarding him their top teaching award six times; in 1998, he received the university’s highest honor, the campuswide teaching award. More than anything, Lyons was known for being approachable and authentic, the sort always game to head to Oakland for live blues music at 11:00 p.m. on a weeknight. “He had real street cred,” says Russi, noting that it served him well years later when he set out to establish Haas as the most distinguished-by-culture/values business school in the world.

Professor Laura Tyson remembers telling Lyons when she was dean in the late 1990s that he would one day lead Haas. “He’s extremely engaged and energetic,” says Tyson, former chair of the White House Council of Economic Advisers who now directs the Haas Institute for Business & Social Impact. Tyson’s prediction came true in 2004, when Lyons was named interim dean to replace Tom Campbell, who took a one-year sabbatical as the State of California’s director of finance. When Campbell returned to the dean’s suite, Lyons became executive associate dean and then, in 2006, left to serve as chief learning officer at Goldman Sachs. There, he was tasked with developing leadership among the firm’s managing directors and partners. “I learned,” says Lyons of his time at Goldman, “that you can’t overestimate the importance of great people in building great firms.”

When he returned almost two years later as dean, Lyons had one overarching goal: to build on the momentum that his predecessors had created. One of his main priorities was to expand the physical campus with a fourth building exclusively for student learning and networking. He also wanted to launch new programs, hire more faculty, and revamp the curriculum to include more hands-on learning through partner programs with companies.

Developing a new breed of business leader topped his to-do list. The world, Lyons had long believed, was on a dangerous path, harmed by a series of missteps involving the environment, health, safety, education, aging demographics, and other “unsustainabilities of our time.” Business leaders could course correct, but they needed inspiration and skills that would foster innovation. Lyons knew that world-class business educators could give businesses both, but schools needed first to develop a culture—one that eschewed clichés in favor of authentic, distinguishing values. “We don’t succeed by being the same,” Lyons told fellow deans in a 2016 talk at Rutgers Business School. “We succeed by being different in a useful and productive way.”

The introduction of the Defining Leadership Principles—Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself—in 2010 sent a powerful signal. “We drew a line in the sand about the kind of leaders we intended to produce and the kind of impact we intended those leaders to have on the world,” says Jennifer Chatman, PhD 88, Haas’ Paul J. Cortese Distinguished Professor of Management whose research Lyons credits for waking him up to the power of organizational culture.



Today, the Defining Leadership Principles are firmly embedded in the school, operationalized in essay applications, staff performance reviews, and faculty 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 inculcated 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.”

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 their 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.

Lyons’ embrace of Question the Status Quo was evidenced, too, by his commitment to diversity in all its

Dean Rich Lyons has been wildly popular with students, faculty, staff, and alumni, well known for his enthusiasm for all things Haas. During his tenure, he codified the Defining Leadership Principles, oversaw construction of Connie & Kevin Chou Hall, added new “science in business” programs, and more. He’ll spend next year on sabbatical writing a book and spending time with his family (shown, bottom right): kids, Nicole and Jake, and wife, Jen.



Discover five tunes that guitar-strumming Dean Rich Lyons never tires of playing: haas.org/lyons-playlist

LEADING THE WAY
FOR 120 YEARS

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

TOM CAMPBELL 2002–2004, 2005–2008

Expanded enrollment for undergrads and the Evening & Weekend Berkeley MBA Program. Increased faculty. Improved an array of services for students, alumni, 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 HASLER 1991–1998

Oversaw construction of the Haas School complex. Increased Annual Fund and endowment to weather a recession and decline of state support. Expanded executive education offerings. Developed strategic plan so Haas would be recognized as a preeminent b-school by the year 2000.

EARL F. CHEIT 1976–1982, 1990–1991

Increased the number of endowed professorships, opened a career planning and placement center for graduates, and started fundraising for Haas' original three buildings, to give the business school a more cohesive identity as a professional school.

JOHN W. COWEE 1961–1966

Introduced social and behavioral sciences into research and teaching, which became a model for other business schools. Expanded faculty ranks and oversaw move into Barrows Hall, the school's home for the next three decades.

ROBERT CALKINS 1937–1941

Added several high-profile faculty from other universities. Attempted to establish a two-year graduate school of business as number of enrollees in the school's graduate studies more than doubled.

STUART DAGGETT 1924–1928

Successfully lobbied the university to establish a master of science in business administration for undergrad business students to pursue. Distanced business curriculum from the Economics Department through professional development courses.

CARL COPPING PLEHN 1898–1916

Implemented the first four-year business curriculum, combining liberal arts and business education with scientific theory and practical expertise—the core model for today's undergrad program.

RICH LYONS 2004–2005, 2008–2018

Brought in eight of the nine largest gifts in school history, including the largest-ever donation from a UC Berkeley alum under age 40. Oversaw construction of new student-focused building. Codified school culture. Brought all degree programs to highest rankings ever. Added new degree program for undergrads 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 administration to grant 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 Cheit, the then-largest gift in UC 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 HOLTON 1966–1976

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

E.T. GRETHER 1934–1936, 1942–1961

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 (AACSB) 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.

forms. This meant not just drawing more applicants with divergent backgrounds and world-views, but also equipping students with the skills and mindset to lead increasingly diverse workforces. To that end, Lyons created a staff position, director of diversity and inclusion, and oversaw the formation in 2012 of the Alumni Diversity Council, which assists with admissions, curriculum development, and events. In November, the new Center for Gender, Equity & Leadership opened to advance gender and diversity in policy and business, among other goals. New student-led diversity programs, including the research-based Race Inclusion Initiative and the Gender Equity Initiative, are flourishing. Every strategic plan now has a diversity component.

“Rich has been much more than just an ally and a thinker on diversity issues,” says Monica Stevens, MBA 96, a senior vice president at Wells Fargo who founded and leads the 20-person Alumni Diversity Council. “He’s actually shown up.”

Lyons was an unconventional leader for another reason: his acoustic guitar. Nearly every Haas student from the last decade has a story to tell about their earring-wearing, strumming dean and the first time they heard him croon, perhaps at an orientation party or the school's annual talent show. Last August, Lyons brought the house down with a rousing rendition of *The Jungle Book* ditty, “The [Bear] Necessities,” during the new-student convocation. When Lyons couldn't make an 80s-themed party for incoming students, he recorded Tracy Chapman's “Give Me One Reason” and emailed it to each class member before the dance. “We all fell in love with him in that moment,” recalls Parsa.

Looking back, Lyons calls his time as dean “the most fulfilling job of my career.” He plans to take a sabbatical to write a book before returning to teaching in the fall of 2019. His book, he says, will challenge the public's rush to judgment when business scandals erupt. “People look at three or four titillating stories about inexcusable behavior by business people and they say, ‘All of business is bad,’” he says, adding that more evidence-based assessments are needed. He's also been doing some consulting for startups, which has him thinking, too, about opportunities in financial or educational technology.

For now, Lyons is focused on making sure the Defining Leadership Principles endure. He lobbied, for example, for the dean's job description to include a commitment to advancing the principles. He's also appointed several faculty and staff members as “culture champions” and co-authored a case study about values. The school board has announced it will audit the next dean's culture efforts a year into his or her job. Lyons says it's important the principles be flexible. “Cultures need to evolve over time,” he says, “so elements of how we implement the Defining Leadership Principles should change.”

Haas, too, will inevitably change—for the better, thanks to the legacy of Dean Rich Lyons.



Transparent 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 thrumming with creative energy: students collaborating in breakout rooms or brainstorming ideas on an alcove's writable wall, or enjoying lively chats in Cafe Think; members of the Berkeley Haas community engrossed in the insights of top business leaders in the sixth-floor events space, Spieker 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 Spieker, BS 66, and Project Manager Walter Hallanan, BS 72, created a 501(c)(3) nonprofit fund, the Partnership for Haas Preeminence, to implement an integrated design and construction process—a rarity for university projects. Designed to be 40 percent more energy- and water-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.

Situated between serene redwoods and urban life—all enjoyable 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.”

In March, the Partnership for Haas Preeminence officially donated the building to the university. “This was a great collaborative effort,” says Hallanan. “We all worked together to achieve this.”



SETTING A NEW STANDARD

Chou Hall'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.



BREATHING ROOM

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.



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.



HARVESTING ENERGY

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.



TREE HOUSE OF LIFE

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.



TECHNOLOGICALLY RICH

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.



HIP TO BE SQUARE

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.

Your **Haas** Network

STUDENTS ALWAYS

Feeding Communities of Understanding

Restaurateur inspires cultural connections

Uyen Nguyen, MBA 06

Co-Founder, Nue
Seattle

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, a Seattle restaurant that aims to expose patrons to culinary experiences from around the world, Nguyen saw her Haas credentials as the insurance policy that gave her the courage to pursue a passion for creating connections through authentic culinary experiences.

When it comes to evaluating new opportunities, Nguyen 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.”

Opening Nue in 2015 was one leap of faith in a series for Nguyen. At age 11, she came as a refugee to California 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 mititei that we loved,” she says. “We knew we couldn’t create a restaurant to just serve mititei, 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 Emerge 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 entrepreneurial background as 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, “Lots of people choose one career and stick with it, but I’m a lifelong learner.” —*Nancy Davis Kho*



Uyen Nguyen, MBA 06, co-founded Nue with her chef husband. One of Seattle's hottest new restaurants, Nue introduces diners to world cuisines and the stories around the dishes.



View some of the innovative dishes at Nue, the restaurant co-founded by Uyen Nguyen, MBA 06, at haas.org/nue-food

Evolving Customer Service



Elena Gomez, BS 91 CFO, 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 organizations 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. “We’re growing fast. Helping my management team identify and prioritize investment choices in collaboration allows me to have a meaningful impact on defining Zendesk’s future.”

Gomez arrived at Zendesk after serving for six years as senior vice president of finance and strategy at cloud computing company Sales-

force. She credits Haas for much of her success.

“The bar was set high, and that gave me confidence,” Gomez says. “I’d been given this opportunity to be surrounded by talented students and future leaders in corporate America. I wanted to translate that experience into my career.”

Gomez is particularly proud of being a woman in her role and is on the Founding Advisory Council of Haas’ Center for Gender, Equity & Leadership. Among Fortune 500 companies in 2017, fewer than 13 percent of CFOs were women, according to the Fortune 500 CFO Index. “When I meet 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 blinding defense, but Bill Firkus played no small part in helping lead the 2017 Houston Astros to their first World Series Championship.

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 visionary to providing direction to the administrator/coordinator who’s handling 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 innovators worldwide. Firkus discovered that the best clubs were using technology and analytics to assess player skills and strengths in new ways.

“Some of the big recommendations were around culture and mindset—moving from a team that is reactive and primarily focuses on getting injured players healthy to a team that is proactive and focuses on preventing injury and boosting performance by building strong, fast, powerful players,” Firkus says.

Clearly, it’s paying off. Firkus says the Astros’ World Series triumph over the Los Angeles Dodgers was “pure excitement and joy.”

In many ways, Firkus developed his baseball smarts as an extension of his Berkeley education. “I draw from my Haas experience on a daily basis,” he says. “I went to school with people who were visionaries; they taught me about collaboration and problem solving.” —*AF*

Your Haas Network

Match Maker



Robert Chatwani, MBA 07
CMO, Atlassian
San Francisco

In 2006, Robert Chatwani considered dropping out of his Creativity and Innovation Marketing class with Prof. Jennifer Aaker to focus on a personal endeavor. Chatwani's close friend of South Asian descent, Sameer Bhatia, had been diagnosed with leukemia and needed a bone marrow transplant. However, there were so few South Asians on the donor registry that his chance of a match was 1 in 20,000. Chatwani and friends aimed to defy those odds by launching a national marrow registration drive. Aaker suggested that Chatwani capture lessons from the campaign and make it his final project for the class. Three months and 24,600 new registrants later, a match was found for Bhatia. Though Bhatia did not survive his transplant, his movement allowed over 250 patients to find donor matches.

"What Haas helped me understand is that business can be one of the most powerful forces of positive social change in the world," says Chatwani, who spent 12 years with eBay, eventually becoming the company's chief marketing officer for North America. While there, Chatwani spear-

headed eBay's collaboration with the late social entrepreneur Priya Haji, MBA 03, to launch the World of Good marketplace, enabling shoppers to buy 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. —NDK

Diversity Champion



Cynthia Owyong, BS 94
Founder and CEO,
Breaking Glass Forums
San Francisco

Cynthia Owyong is committed to shattering a particular glass ceiling: that of diversity in the business world. She established Breaking Glass Forums in 2016, a consultancy

that offers companies leadership development support and diversity and inclusion strategies. She recently started a new position as vice president of diversity and inclusion at Charles Schwab.

"My passion comes from the fact that my own family is very diverse," Owyong says. "One of my brothers is gay, another is developmentally challenged, my father is a veteran, and my parents are immigrants. My family reality has prompted me to help all kinds of people gain access to opportunities."

Before founding Breaking Glass, Owyong helped build more inclusive work environments at Yahoo and Github. But soon she was itching to find ways to expand her impact.

"I'd been thinking about the lack of conversations on the rich resource women of color are in business," she says. So she convened the first Women of Color Leadership Conference in June 2016 and has since hosted eight more forums across a variety of diversity topics. "People tell me the events have really helped them grow," she says.

Owyong is also a pioneering supporter of the new Haas Center for Gender, Equity & Leadership. She credits her time at Haas with helping her develop the ability to motivate others toward a worthy goal. "At Haas I learned how important it is to really think about your actions and the message you're putting out there," she says.

Diversity work isn't always comfortable. But it's worth it, Owyong says. "The lack of diversity in business affects all of us, and we need to collaborate to address it." —KMY



Scott Foster, MBA 86, has used his role as the director of the sustainable energy division of the United Nations' Economic Commission for Europe to push for a revamping of energy and international building standards.

PHOTO: LUCIEN FORTUNATI/AP IMAGES FOR BERKELEY HAAS

CONFIDENCE WITHOUT ATTITUDE

Energy Evangelist

From his UN pulpit, Scott Foster urges changes in the energy system

Scott Foster, MBA 86
Director, Sustainable Energy,
UN Economic Commission for Europe
Geneva

To obtain the energy to power our houses, we generally conceive of buying a certain amount of electricity from a utility company. But that's a totally wrong way to think about it, says Scott Foster, director of the sustainable energy division of the United Nations' Economic Commission for Europe. "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 70 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 typical 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 comes 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 proselytize on energy issues. "If 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

Haas Worldwide Events



Connect with alumni in your local area: haas.berkeley.edu/chapters

UPCOMING EVENTS
haas.berkeley.edu/events

The Berkeley Leader: Live! on Blockchain
April 10
Online

SF Giants Game
April 10
San Francisco

Real Estate and Mortgage Markets with Prof. Nancy Wallace
April 19
Palo Alto

MBA Reunion Weekend
April 27-29
Berkeley

Alumni Conference
April 28
Berkeley

Berkeley Haas Entrepreneurship Program Award Reception
May 3
Berkeley

OCMBA Laguna Sawdust Festival
July 11
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.haasalumni.org.

Berkeley Leader: Live! L.A. Tour Date



Culture Talk

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

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.



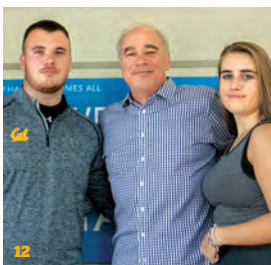
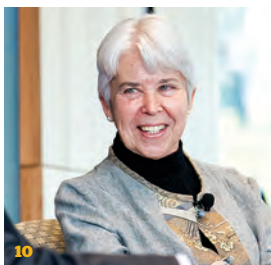
Boston Chapter: Art Event & Evening with John Danner

- 1** Ben Goodman, MBA 98, and Sheila Puffer, PhD 85
2 Marina Liang, BS 14, and Ernesto Mireles, MBA 12
3 David Willwerth, BA 01, and Rafael Soto, MBA 16
4 John Garcia, MBA 13; Haas Lecturer John Danner; and Adam Persson, MBA 01



SF Chapter: Nestlé Dreyer's Event & Happy Hour

- 5** Ann Hsu, MBA 98; Doug Massa; and Elizabeth Goldman, BS 15
6 Ramandeep Mann, BS 15; Victoria Chen, BS 13; and Shazia Virji, BS 11
7 Allen King, MBA 81; Minh Lam, MBA 10; and Dengke Sun, MBA 18
8 Lilia Martinez-Coburn, MBA 07, and Rosemary Hua, BS 14



Dean's Speaker Series

- 9** Jonathan Bush, CEO & co-founder, Athenahealth
10 Carol Christ, UC Berkeley chancellor
11 Diane Bryant, EVP, Intel

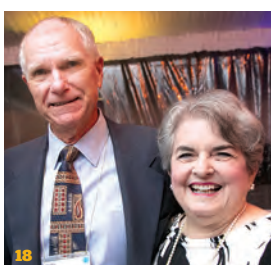
Homecoming

- 12** Steve Etter, BS 83, MBA 89 (center) flanked by his kids, Daniel and Kate
13 Scott Galloway, MBA 92, and Jorge Tellez, MBA 19
14 Dan Asera, BS 69



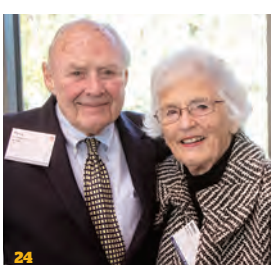
Haas Gala

- 15** Lifetime Achievement Award winner Ikujiro Nonaka, MBA 68, PhD 72
16 Leading Through Innovation Award winner John Hanke, MBA 96, and Dean Rich Lyons, BS 82
17 Monica Stevens, MBA 96, the Raymond E. Miles Alumni Service Award winner, with Former Haas Dean Ray Miles
18 Joffa Dale, MBA 67, and Ellen Dale
19 Sakshi Chadha, MBA 14, and Hiroko Ninomiya, MBA 14



Brian Maxwell Fellows Lunch

- 20** Francis Wong, MBA/MPH 14, and Somiran Gupta, MBA 19
21 Carrie Gladstone, MBA 17; Jennifer Maxwell; and Abi Ridgway, MBA/MPH 11



Old Blues

- 22** Tom McCullough, BS 67, PhD 77, and Cindy McCullough, MBA 76
23 Joanie Ciardelli, BS 64
24 Paul McKnight, BS 50, and Mimi Knox, BS 50

Haas Alumni Notes



Submit your alumni note:
haas.org/submit-alumninotes

ALUMNI NEWS: Accolades and Books

Person of Influence

Inspiring Women



Liz Lowe, MBA 15

Liz Lowe, MBA 15, was named an Influential Leader by the Association to Advance Collegiate Schools of Business (AACSB). Lowe, the innovation lead for sustainability and social impact at Adobe, was honored for diversity and inclusion efforts.

Kristin Nicholson, MBA 93, received the “She Does” Award at the SHE-CAN (Supporting Her Education Changes A Nation) annual gala in November for her passion and dedication to the organization. SHE-CAN connects professional U.S. women with young female leaders from post-conflict countries to help them win U.S. college scholarships and become global agents of change. Several classmates were on hand to cheer Kristin (see note for Cynthia Harris, MBA 93).



Melissa Kelley, MBA 93, and Jennifer Weiss, MBA 99

Weiss, MBA 99. Kelley is the executive director of the Sonoma County Regional Parks Foundation, which provides funding for the 56 parks in the area, and volunteer board president of Impact 100 Redwood Circle. Weiss is CEO of the Boys & Girls Clubs of Central Sonoma County, which currently serves 6,600 members in 40 clubs in the region.



Kristin Nicholson, MBA 93

Rocking Finance

Mike Cairns, MBA 93, was named among 15 “rock star” North Bay CFOs in 2017 by the *North Bay Business Journal*. Cairns was honored for his work at the San Francisco Theological Seminary in Marin County.



Mike Cairns, MBA 93

Nonprofit Stars

Two alumnae have won the *North Bay Business Journal's* nonprofit leadership awards: **Melissa Kelley, MBA 93**, and **Jennifer**

World Powers



New book by Scott Galloway, MBA 92

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. With an irreverent style, he investigates how The Four infiltrated our lives so completely that they're almost impossible to avoid (or boycott). He also reveals how you can apply the lessons of their ascent to your own business or career.

UNDERGRADUATE

1950

Mimi (Mary Renard) Knox, of Walnut Creek, Calif., announces, “Class of 1950 president, **Dick Ingraham**, will invite a distinguished speaker to address fellow classmates at our 68th reunion in the Stadium University Club, May 23, 2018. Save the Date cards have been mailed, or emailed, to those classmates on the UC alumni rolls.”

1963



Mirian & Sonny Low, BS 63, at Angkor Wat, Cambodia, October 2017

Sonny Low, of Chula Vista, Calif., reports, “After a dozen years retired from the U.S. Agency for International Development (USAID), my wife, Mirian, and I have revved up our energies to travel the world! For starters, we flew off to Thailand, Cambodia, and Vietnam in October. There we glimpsed Bangkok, explored the temples and saw the stone bas-reliefs of Angkor Wat, and captured some of the sights and sounds of an economically booming Ho Chi Minh City (Saigon). We basked in the sun on a cruise of Halong Bay that glided through crystalline waters punctuated with vegetation-covered limestone towers and saw French architecture still in Hanoi. In 2018, we will be cruising

off to Central and South America, where we will see family and old friends from my Peace Corps and USAID days, alongside the sights from Mexico to Guatemala, Panama to Peru, and ending in Chile.”

1969

Rowland Reeves, of Sacramento, Calif., writes, “Have been retired for two years after 27 years as a computer applications and technology teacher. Prior to teaching retired after 15 years from a large wholesale warehousing and delivery company. Enjoying retirement; vacationing with family, pursuing new interests, and participating in neighborhood and city improvement efforts.”

1974

Thomas Leaver, of London, U.K., served from August 2014 through September 2017 as an independent director and chair of the Conflicts Committee on the board of VTTI Energy Partners GP LLC, an NYSE-listed MLP with over 50 million barrels of petroleum products and crude oil storage in key logistics hubs in Malaysia, Fujairah, Amsterdam, Rotterdam, Antwerp, and Port Canaveral. He also served on the Audit Committee. After managing the successful recapitalization of the Dubai Mercantile Exchange, he stepped down in 2012 as CEO of the first exchange to ever successfully launch a sovereign producer backed physical crude oil contract for the East of Suez market, which became the world's largest physically traded oil contract. He continues to work as an external consultant to McKinsey on pricing, transparency, and trading matters from time to time, otherwise retired. He adds, “Continue to live in London, now

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Beyond Yourself

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Confidence without Attitude

approaching 35 years. I also volunteer for cancer charity CLIC Sargent.”

1978

Last year, **Kent Halkett** moved to Brentwood, Tennessee, was admitted to the state bar, and joined the Tennessee Alliance for Legal Services. He provides legal advice to residents across the state, focusing on the special needs of senior citizens. Kent, wife Kim, and daughters Megan and Bailey spent the Christmas holidays in Rome, Paris, and London. Their trusted golden retriever, Golden Bear of California III, guarded the homestead.

1990

Suresh Bhat See MBA 1998.



Timothy R. Yee, BS 90

Timothy R. Yee, of Alameda, Calif., announces, “My firm, Green Retirement, Inc., just funded an Innovation Entrepreneur seat for the Social Venture Network (SVN). SVN is a community of leaders committed to using their businesses for the greater good. Its Innovation Entrepreneur Program supports women entrepreneurs, young entrepreneurs, and entrepreneurs of color as they build companies that are best equipped for success. At Green Retirement, we believe that supporting this program is very much aligned with our own mission of using our business as a force

for good to co-create a more equitable economy, a more just society, and a sustainable future for all.”

1991

Elena Gomez was appointed in October to the board of directors of Smartsheet, a platform for managing and automating collaborative work. Gomez is the CFO of Zendesk and former senior vice president of finance and strategy at Salesforce. (See profile on p. 23.)

1996

Sean Peishen Feng, of Albany, Calif., writes, “My company, Space Coatings Inc., is a winner of military R&D awards. With DOD permission, our two new patents will allow us to launch a civilian product that should change the construction world forever, i.e., cheaper, better, and faster. Email me if you're interested: sean@spacecoatings.com.”

1997

Shaoching Bishop is now president of Bishop Keller Inc., doing business as Regiis Ova, an exclusive private line of luxury products and business consulting services designed and tailored toward demanding chefs in the U.S. She writes, “September marked my fourth year at Sterling Caviar, and I am ready to move on to the next challenge—a new venture to share with family and friends. At Sterling we went from selling less than 300 kg of caviar in 2013 to well above 4.5 tons by August 2017. We created and maintained some wonderful partnerships and regrettably lost a few that I still value and treasure in my heart.... I am grateful to the management and employees who went through the ups and downs with me. Business can be challenging at times, but my passion carries

on. I am happy to report that I have entered into a partnership with Chef Thomas Keller, a mentor, friend, and someone with whom I share vision, compassion for humanity, and a strong work ethic. The new venture is about connecting people and sharing the passion of finesse and perfection. We will source the best ingredients in luxury food for our restaurants, community, and extended families. I have relocated to the beautiful Napa Valley. Despite the recent fire, the community is coming back stronger and with a more focused spirit. The sky is blue again, the air is sweet, many wineries have already started to rebuild, and I am so excited to look forward to sharing my new chapter with you.”

2001



Brett Byers, BS 01

Brett Byers, of Los Angeles, has been promoted to executive vice president at The Hawkins Company, Inc., an African-American owned and operated executive search firm. She will continue to provide executive search services to clients in the corporate, government, nonprofit, and education sectors. Byers joined the firm in 2010 as a search consultant and was subsequently promoted to managing director. She has been instrumental in leading some of the firm's

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Question the Status Quo

most important search engagements and is a frequent speaker and presenter at conferences and workshops nationally. She has been a key contributor to new city administrations with recent placements of several executive team members for the cities of Oakland, Berkeley, and Santa Monica. She has also led the expansion of the firm's practice into the New Orleans and Detroit markets.



Will Edmonson, BS 01

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

2004

Chris Natividad See note for **Art Amador, MBA 16**.

2008

Jennie Ho, of San Francisco and Hong Kong, writes, “With full passion and a clear mission to raise

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Beyond Yourself



Jennie Ho, BS 08

awareness of women empowerment and gender equality in Asia, I'm excited to announce the launch of the #HerCall movement on January 1, 2018. I co-founded SheHub last year with Patricia Yeung in Hong Kong, believing women need to take charge and have the total right to decide when and how to meet their life agendas and goals. Through a series of campaigns ... we are committed to strengthen our community by uniting empowered women and amplifying our impact together. In the past decade, [my experiences] working and living in multiple continents for a Fortune 500, a fast-growing Silicon Valley startup, and then taking over my family's construction manufacturing business have given me a tremendous life lesson as a leader and generally just as a citizen of this planet. ... [Am] currently serving three roles simultaneously as founder and CEO of Beiter Technologies, an early-stage construction technology firm based in San Francisco; general manager of Woodwell International Group, a manufacturing business based in China; and co-founder and COO of SheHub, a social startup to advocate for gender equality based in Hong Kong.” Last summer, Jennie self-funded and led a four-week marketing program for a small group of Berkeley non-business undergradu-

Haas Alumni Notes

Undergraduate cont.

ates. This year, Beiter is an official sponsor for the Tools & Tiara Construction Skills Summer Camp for girls ages 6 to 19 in New York City.

2009

Last fall, **Nikhil Arora** and **Alejandro Velez**, co-founders of gardening-kit and food company Back to the Roots, celebrated Home Depot's creation of a Back to the Roots indoor gardening section in more than 1,200 stores.



Kourosh Zamanizadeh, BS 09, MBA 18, and Ryan Alshak during their 10-week stint in London for their startup

Kourosh Zamanizadeh, 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 automates timekeeping for lawyers and provides data analytics to large law firms. We've scaled to 12 people, built an incredible product, and signed our first major anchor customer (an 800-person U.K. law firm). I never imagined I'd have to move to London for the summer to pursue my dream, but starting a company will push you in ways you can't really prepare for. I hope that anyone who is considering entrepreneurship will take the

leap. I promise, no matter what, you won't regret it!"

2010



Naomi Cheng, BS 10, in Alaska

Naomi (Nie Fan) Cheng, of Mountain View, Calif., started a new job on the Technical Accounting and SEC Reporting Team at Netflix, working on implementing new accounting standards as well as quarterly SEC reporting. She took an "amazing" RV trip through Alaska and will be married in March.



Cynthia Xu, BS 10, and Michael Cao

Cynthia Xu, of San Francisco, married Michael Cao, BS 2010 (EECS), in October. The couple met during their senior year at Cal and tied the knot in Carmel Valley, California, after eight years of long distance post-college. In attendance were family and many dear friends from Cal. Cynthia currently works at Tencent in business development, after having completed an MBA at Wharton. Michael, an MBA from Kellogg, currently works in product marketing at Adobe.



Amy Young, BS 11, weds Jonathan Gregory, with Katherine Maslyn, BS 11, as maid of honor and Davin Chang, BS 11, officiating. Photo by Michael Chen, BS 10

2011

Amy L. Young married Jonathan Gregory in June 2016 at the UC Botanical Garden in Berkeley. She writes, "It was really special to celebrate our wedding with family and many Cal/Haas friends in California, as I moved to London a few years ago. My new husband and I enjoyed our month-long honeymoon in New Zealand this December/January."

2014



Julie Brown, BS 14, and VK Vu

Julie Brown, of Kampala, Uganda, reports, "I just had a reunion with another Haas alum, climbing Nyiragongo volcano in the Democratic Republic of Congo. **VK Vu** and I had a public speaking class together at Haas. She moved to South Africa recently, and I have been living in Uganda for the last year

and a half. We decided the best place to meet up would be Nyiragongo, a part of Virunga National Park in the DRC. Highly recommend the trip and watching the documentary *Virunga!*"

2017



Class of 2017 undergrad alumni Rachel Lee, Mitchell Quon, and Madison Pauly

Madison Pauly, of San Francisco, writes, "I, along with fellow Haas alumni **Rachel Lee** and **Mitchell Quon** started as business technology analysts at Deloitte Consulting in San Francisco in September."

Carmen Zheng, of New York City, upon graduating with a double major in business administration and media studies, turned down the role of marketing and sales manager at Ford Motor Company

to pack her life into two suitcases and move to New York City. She is currently in her second semester at Columbia University pursuing an MS in strategic communication. Carmen loves the Big Apple and is applying her



Carmen Zheng, BS 17

Haas business acumen as a strategic marketing and partnerships intern for LeadDog Marketing Group, a digital and expe-

riential marketing agency specializing in sports and entertainment whose top clients include Red Bull, Audi, and Chipotle. After graduation, Carmen plans to further her passion for digital marketing and communications by entering the tech or mobile apps industry.

MBA

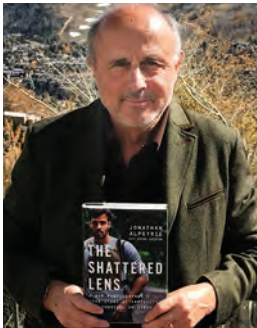
1967

Jake Kerr, former CEO of Lignum Forest Products LLP, was profiled in Business Vancouver about his

career, plans for retirement, and his ownership of the Vancouver Canadians, a minor league baseball team. See <http://haas.org/jake-kerr>.

1968

Jean-Louis Alpeyrie, of Kennebunkport, Maine, retired in 2013. Jean-Louis writes, "I am the proud father of Jonathan Alpeyrie, war photographer and photojournalist. He was kidnapped in April 2013 and freed after 81 days. He co-wrote *The Shattered Lens* about his ordeal. It is a harrowing story of survival, but also one of finding humanity in your captors and learning about their language and culture. It also deals with the idea of freedom while a hostage and the lure of violence."



Jean-Louis Alpeyrie, MBA 68, and his son, Jonathan, on the cover of his book

1969

Wally Lowry, of Santa Rosa, Calif., passed away on September 14, 2017, after a medical struggle that began with a hard fall while attending a CPA breakfast. A native of Chicago, he moved often with his naval family before settling in Pacific Grove. He earned a bachelor's degree in economics at Stanford University, where he met his wife, Ellie. They married in 1955 and lived in San Francisco, where Wally studied accounting at Golden Gate University. He then joined the Navy, serving for 29 years

mostly with the Naval Reserve, where he rose to the rank of captain. In a parallel career, Wally became a CPA, working first for Deloitte & Touche and then moving to the Roy F. Mitchell firm in Santa Rosa. In 1969 Wally joined the accounting faculty at Sonoma State University (SSU), where he taught for 32 years. Retiring as professor emeritus in 2001, Wally continued his own accounting practice with local clients. An active and widely engaged community man, Wally was involved in many local organizations including the SSU Academic Foundation, Santa Rosa Rotary Club, Luther Burbank Center, Sonoma County Museum, Sonoma County Farmlands Group, Sonoma County Alliance, North Coast Hobos, and Empire Breakfast Club. At SSU, Wally founded the Accounting Forum, where he developed and maintained career contacts with the major international accounting firms, co-founded the Wine Business Institute, sponsored accounting scholarships, and generously mentored hundreds of students. Wally's family suggests memorial contributions to the SSU Wine Business Institute.

1970

Bruce Blackman writes, "Lo these years, I'm grateful for my Berkeley MBA training and how it has helped me in the world. I worked 25 years in East

Asia and Latin America as an economic program developer, including for an MS in international economics at Johns Hopkins. Since work overseas, I was elected to the boards of two nonprofits—an international adoption agency and a restorative justice group involved with teaching awareness and mentoring prisoners. I found storytelling to be helpful with inmates—by reducing the gravity and lightening us up. I compiled a story collection of 'people in a pinch' and wrote an article in *Pearls of Ash and Awe* (2015) on bearing witness at Auschwitz.

"These years our family is enjoying annual treks abroad, including the Camino de Santiago in 2014, Tuscany, the Cape Breton Highlands, and, in 2017, the Nakasendo Trail in Japan. Also, much appreciation for the Defining Leadership Principles of Berkeley/Haas: Question the Status Quo. Confidence Without Attitude,



Bruce Blackman, MBA 70 (far right), and Joan Blackman and friends on the Nakasendo Trail, Oct. 2017

#THANKSRICH

RICH LYONS: GREATEST HITS

Before he leaves the stage, honor the enduring legacy of Dean Rich Lyons by sharing your favorite memories of him on Twitter, Facebook, or Instagram using #thanksrich.

Share your story and be entered to win a Berkeley Haas Klean Kanteen.

Students Always, Beyond Yourself—right stuff so needed in our world today. Wishing you fair winds and following seas in 2018."

1971

Max Oliva, of Spokane, Wash., reports, "After living and working in Las Vegas, Nevada, for six years, I am now located in Spokane, in a house across the street from Gonzaga University. In Las Vegas, I was the only Jesuit, now I am one of 25! My main ministry, though, is still in the desert. I fly down each month and stay for a week in Vegas to continue some of the activities I was doing before, including giving a talk on ethics at a business luncheon and facilitating an evening of cigars/wine and meaningful conversation with the group's 14 members."

1977



Book by Lynne Levesque, MBA 77

Lynne Levesque, of Boston, announces, "I've launched a fourth (or is it a fifth?) career as historian/author, using my research, analytical writing, and project management skills, honed after all those years in business. Last year I published, in English and French, a

Haas Alumni Notes

MBA cont.

history of the life of my 17th-century ancestor, Jeanne Chevalier (<http://amzn.to/2AH97O6>). This project has almost involved living in France for the last year, trying to prove that anyone at any age can learn to speak a new language!"

1980

Jose Miguel Herrero, of San Sebastián de los Reyes, Spain, writes, "After many years as a serial entrepreneur (in Spain), including two internet successes in the first wave of internet and public company CEO experience (Nasdaq), I went back to Spain and founded Big Sur Ventures. Now an early-stage VC tech investor of reference. For those of you who know a little history, you'll understand the choice of name. My eldest of three kids just started reading economics at UCL (London). Proud."



Michaela Rodeno, MBA 80, with a '71 Barbaresco from her home cellar, enjoyed after returning from Piemonte

Michaela Rodeno, of Napa, Calif., updates as follows: "In November, Gregory and I spent two glorious weeks visiting wineries in Piemonte and dining on mushrooms and expensive white truffles

Our Defining Principles
Students Always

(high prices due to dry season) accompanied by an enviable array of Barolos and Barbarescos. Our VRBO cottage on the outskirts of a hilltop village near Alba had a fine view of the vineyards and snow-covered Alps. Altogether, a busman's holiday for us Napa Valley winegrowers. The Piemontese are generous with their time and their wines, a fine tradition that we endeavor to emulate when Sangiovese fans visit us at Villa Ragazzi. We're happy to share recommendations with anyone considering a trip to Piemonte; email kids@villaragazziwine.com."

1981

John Wolf passed away November 20, 2017, at home. He was 62. According to his obituary, John had a 32-year career in finance with IBM and retired in 2013. He loved music, dancing, and traveling and was an avid golfer. He was well known for his quirky sense of humor, quick mind, and extensive knowledge of all things rock-n-roll. In lieu of flowers, memorial contributions may be made to one of John's favorite charities, Shriners Hospitals for Children. P.O. Box 1510, Ranson, WV 25438.

1982

Jeri Harman, the CEO of Avante Mezzanine Partners, was named in the January issue of *Mergers & Acquisitions* magazine as one of 35 leading female transaction professionals in mid-market M&A. Harman has over 30 years of industry experience and more than \$1 billion worth of deals to her credit.

1983 35th Reunion
April 27-29, 2018



Julie (Sloman) Chrisman, MBA 87, with Class of 1986 alumnae Jean (Nozawa) Pelfini, Karen Criddle, Robin (Rasure) Roeper, Laura (Hudson) Evans, and Tonia (Sabatini) Rubin

1986

Karen Criddle, of Bellevue, Wash., writes, "More than 30 years after graduation and still enjoy hanging out with classmates. Each fall a group of us MBA women meet for a long weekend. I love this opportunity to reconnect with some amazing women. This year we hit the Big Apple—so much fun!"



James Frolich, MBA 86

James Frolich, of San Francisco, announces, "After leaving California in 1990 for Europe, followed by the Pacific then Canada, I have returned to San Francisco, where I am a principal and national consulting manager for Ecology and Environment, one of the leading environmental and sustainability consultancies in the Americas. I am responsible for helping take the company to the next level, growing our client network, service lines, and geographical coverage. I will also be responsible for directing major and complex

client assignments. Here in town, we are currently focusing on sea-level rise, major changes in transportation, and the evolution of the electrical system."

1987

Christopher Scharff, CEO of DG Brands, parent company of the costume and lingerie label Dreamgirl International, left the company after 14 years to pursue other ventures. Scharff bought Dreamgirl in 2003 and built DG Brands into a \$30 million business producing costumes and lingerie sold in more than 2,000 retailer accounts around the world. Today, the company has 12 U.S. sales representatives and more than 20 international distributors. Scharff came to Dreamgirl after serving as vice president at the BCBG Max Azria International Group. His career also includes executive positions at the watchmaker Movado Group and St. John International. He got his start in the apparel business at Lanz Inc., a manufacturing business founded by Scharff's father in 1938.

1988 30th Reunion
April 27-29, 2018

Josh Bersin, of Oakland, Calif., updates as follows, "In 2012, I sold our business to Deloitte, so this year (2018) marks the

end of my fifth year as a Deloitte Consulting Partner. As part of Deloitte's partnership agreement, I am going to be 'retiring' from Deloitte in May and will be back out on my own again—working as an advisor to Deloitte and as an analyst and consultant to HR leaders and HR technology vendors around the world."



Ralph Garcia, Jr., MBA 88, and his wife, Jean, flank a tour guide at the Fairmont Le Chateau Frontenac in Quebec City

Ralph Garcia, Jr., of San Mateo, Calif., reports, "I am starting my 30th year in the wealth management business. Barrows Hall must have provided me with stamina and perseverance. My wife, Jean (MA, Art History), and I recently visited Quebec City. We highly recommend Christmas as a time visit to this magical place."

Our Defining Principles
Students Always

1989

Stewart Noyce, of San Anselmo, Calif., announces, "I just recently finished a three-month early access program for my GAUGE system of startup strategy development and refinement. Three companies from three industries gave their big ideas a confidence boost. I am now taking on clients who need to raise capital for their emerging startups, using the GAUGE method and software to increase their odds for success."

1990



Caroline Winnett, MBA 90, Berkeley SkyDeck executive director, and Chon Tang, Berkeley SkyDeck fund manager

Caroline Winnett, of Berkeley, Calif., reports, "2017 was quite the year at Berkeley SkyDeck. We raised a \$20M fund to invest in our startups, and the fund will donate half of fund carry (profits) back to campus. It's the first fund of its kind and will support both Berkeley startups and our wonderful university. We also placed our beautiful, lighted logo on top of our building, 2150 Shattuck. Next time you are downtown, look up and see it, especially at night." [Editor's note: Read Caroline's Personal View on p. 40.]

1991

Klaus Koerner, of Brussels, writes, "It is great to be reconnected to the Berkeley community after a while. Having taken up responsibilities for Denmark recently in addition to Austria and Finland lets me explore the Nordic dimension to the economy and society. I continue to assess for the European Commission the contribution of the education system to smart, sustainable, and equitable growth. This analysis feeds into the EU European Semester and the EU 2020 Strategy. In February, it will be 20 years of working for the EU."

Our Defining Principles
Beyond Yourself

Melissa Wittmeier McCullough, of Chicago, reports, "I'm still running Immersion Chicago, where I teach, translate, edit, and conduct research in French and English. Since 2016, I'm also on the faculty at the School of the Art Institute of Chicago. My son, Nicholas, is a sophomore at the University of Vermont and my twin daughters, Alexandra and Sophia, are juniors at the Lycée Français de Chicago."



Melissa Wittmeier McCullough, MBA 91 (third from left), with her kids, Alexandra, Sophia, and Nicholas

1993 25th Reunion
April 27-29, 2018

Cynthia Harris co-chaired the SHE-CAN (Supporting Her Education Changes A Nation) annual gala in November, where classmate **Kristin Nicholson** was presented with the "She Does" Award (see Accolades).



MBA Class of 1993 classmates Kim Wirtz, Michelle Buckles, Kristin Nicholson, Rob Pascual, Cynthia Harris, Sandra Stumbaugh, and Lisa Thomas, with (in front) Vuochnear Ly, SHE-CAN scholar from Cambodia

Kim Wirtz, Michelle Buckles, Rob Pascual, Sandra Stumbaugh, and Lisa Thomas were also on hand to cheer Kristin as she was presented with this prestigious award.

Nikolaos Panagiotis Karas, of Athens, Greece, recently served his last day with Opel Hellas, formerly owned by General Motors before being sold to PSA Group, and writes, "I served in various leadership positions in sales (fleet key account manager) and marketing (marketing services manager, responsible for all advertising, motor shows, product placements, dealer training, CRM, etc.). Looking for new career opportunities; suggestions, offers, more than welcome! Would also be interested in returning to the U.S., starting a new career, ideally in the San Fran area. Married since 2005, I have a wonderful daughter, Christina, 8 years old. She goes to Athens College, a Hellenic-American institution, getting prepared for studying at UC Berkeley, of course!"

1994

Nobuyuki Oda, of Tokyo, left the Bank of Japan, after working for 29 years as a central bank

Our Defining Principles
Question the Status Quo

economist, and has been a professor, teaching economics, at Kyorin University in Tokyo.

1996

David Cowan, of Santa Clara, Calif., announces, "In June 2017, I co-founded Silicon Valley Sales Group. We own and operate the Sandler Training center in Silicon Valley, where we provide sales and sales management training, professional coaching, and leadership development programs for individuals and corporate customers. I love being back in the classroom. And the feedback we're getting from our students is fantastic! Our door is always open for anyone who wants to drop by to participate in one of our weekly classes."

"On the personal side, we've passed along the Cal tradition to both our children. Our daughter, Natalie, graduated from Cal with the Class of 2015. And our son, Joe, is a sophomore at Berkeley; he'll be applying to Haas for the undergraduate business program this spring!"

Trevor Traina, the founder and CEO of "experience" company IfOnly, has been nominated by President Trump to serve as U.S. ambassador to Austria, according to the Office of the Press Secretary.

1998 20th Reunion
April 27-29, 2018

Suresh Bhat, who served as Berkeley Haas CFO for more than three years, became the CFO of the William and Flora Hewlett Foundation last November. While leading the finance team at Haas, he created a more effective budgeting process and buildout of a long-range financial model, instituted new ways of using data to

support decision making, and focused on metrics that matter, among other accomplishments that improved the financial health of Berkeley Haas.

Early this year, **Jennifer Cook** became CEO of cancer detection startup Grail, which in 2017 pulled off the largest-ever private biotech financing round. Cook has over 30 years experience in the life sciences, a majority of which she spent at Roche/Genentech.

Inese Lowenstein has been appointed president of SCIE X, a life science analytical technologies company. Lowenstein joined SCIE X in 2016 as senior vice president of global sales and service and spearheaded the establishment of the first-ever SCIE X Diversity and Inclusion Council, serving as its executive champion.

1999

Nancy Riess, of Baltimore, writes, "I visited San Francisco for the JP Morgan Healthcare Conference on behalf of Johns Hopkins Medicine. While there, I was thrilled to re-connect with some wonderful classmates, including **Amy Jones, Kirsten Barker, Gleb Budman, Julie Templeton, Hana Rotman, Lynn Valdivia, and Rain Rider**. We all agreed—it's impossible to believe 18+ years have passed since our incredible, unforgettable Haas MBA experience. As for career updates, I have completed my fifth year at Johns Hopkins Medicine as director of business development and strategic alliances. We forge alliances with commercial and other third-party entities to co-develop new health IT solutions, disseminate clinical programmatic expertise, and impart Hopkins-developed

Haas Alumni Notes



Remain a Student Always with videos of Berkeley Haas speakers: insights.haasalumni.org

MBA cont.

best practices to touch the greatest number of lives possible.”

Nilmini (Gunaratne) Rubin, of Chevy Chase, Md., writes, “My 9-year-old daughter, Araliya, and I wrote a coloring book called *The United Shapes of America*. Each page depicts a state and you can color in the congressional districts. It’s been a fun way for us to



Nilmini Rubin, MBA 99, with her daughter, Araliya

learn about the political landscape of our country and gerrymandering.

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

Tanya (Shaw) Steinhof, of Mill Valley, Calif., announces, “I was honored to learn I’ve 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!”

Our Defining Principles
Beyond Yourself

2001

Raj Manghani relocated back to the Bay Area from Asia in early 2017 and has also transitioned careers. He reports, “I have accepted an exciting new opportunity with Calypso Technology, an established San Francisco-headquartered fintech, 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 support from the broader Haas community, particularly my fellow MBA 2001 classmates **Marty McMahon**, **Joe Del Callar**, **Rohan Kalbag**, and **David Ko**, who went out of their way to connect me with their respective networks while offering time to brainstorm on refining my strategy and execution. Marty’s referral to Calypso’s chief administrative officer helped me secure a crucial second-round interview.

“My Haas career counselors Lara Klein, Peter Jacobs, and Deepak Gupta were terrific in

helping me craft my marketing plan, connecting me with key individuals at target companies, and lifting my spirits through the inevitable ups and downs of a mid-career transition process. Luke Kreinberg’s poise and presence interviewing workshop, which I first attended in March 2017, was tremendously useful. Tenny Frost, executive director of alumni relations and development, reassured me that Haas was going to be there for me and connected me with other Haas alums during the search process. And **Dean Rich Lyons, BS 82**, offered support in the form of ideas and connections after he learned that I was in the midst of a career transition. Little did I fully know about the power of the Haas network and brand in helping navigate this transition. I am extremely grateful to be a Haas alum and part of this wonderful community.”

tion, I helped transform the company from a sleepy little meat manufacturer into a millennial-focused enterprise through new product launches and targeted marketing that included ad campaigns, a new website, and experiential marketing. Have been living since 2002 with my wife, Bonnie, and two boys, ages 10 and 14, in Alameda, where I occasionally run into **Arshad Carim** and **Nik Dehejia**.”

2002

Chris Sklarin, of Cleveland, 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 Strawberry Creek for Berkeley alums. Looking forward to new challenges and exciting growth with this opportunity in 2018 and beyond.”

2003 15th Reunion
April 27-29, 2018



Eric Bretthauer, MBA 03, with daughters Sydney and Rachel; son, Blake; and wife, Sara, along the Great Ocean Road west of Melbourne

Todd Wehmann, of Alameda, Calif., celebrated the purchase of his company, Columbus Craft Meats, by Hormel in November: “I have been working at Columbus headquarters in Hayward since 2015 when the 100-year-old maker of premium salami and deli meat was going through a turnaround. As the director of marketing and innova-

Eric Bretthauer, of Jakarta, Indonesia, reports, “My family and I have now spent the last decade living overseas, starting with London, England, followed by Chengdu, China, and [since] 2016, Jakarta, Indonesia, where I continue my strategy and planning work with Chevron. Since relocat-

ing to Jakarta, we have managed to fit in trips to Western and South-eastern Australia and, within Indonesia, to see orangutans in Kalimantan’s Camp Leakey and Komodo dragons in Komodo National Park. If you find yourself in this region of the world, please contact me at sebrethauer@mindspring.com.”

Melissa Dickerson, CFO and managing director of private equity firm Genstar Capital, was named in the January issue of *Mergers & Acquisitions* magazine as one of 35 leading female transaction professionals in mid-market M&A. Dickerson built out Genstar Capital’s operational infrastructure as it grew from \$200 million to \$9 billion in assets under management.



Jen Sang, MBA 03

Jennifer Sang, of Hercules, Calif., announces, “I got a new job on the Berkeley campus. After nearly four years running the Fung Institute at the College of Engineering, I just joined the College of Environmental Design as assistant dean for finance and administration.”

Our Defining Principles
Confidence without Attitude

2005

Brad Bao See note for **Toby Sun, MBA 13**.

Yan Chow, of Orinda, Calif., reports, “Our Haas MBA 2005 mini reunions



MBA Class of 2005 alumni at their mini-reunion. Front: Edwin Mok, Sharon Chen, Geoff Wolfe, Anthony Kong, Heather Newlin, Lee Ann Bird, Waldemar Mozes, Mandy Nelson. Middle: Appaji Malla, Ravi Anaparti, Landon Browning, Jeff Bray, Andrea Tarble, Heather Horne, Janine O’Neill, Lisa Cui. Back: Yan Chow, Don Bar-netson, Greg Sowa, Dan Bellisario, Reuben Gallegos, Ben Martin, Howard Chen, Phil Strauss, Arun Ramamoorthy, Bimal Sangari, Renxin Xia. Photo: Waldemar Mozes

are going viral! Last time there were 12, this time 27 able to make it to S.F.’s Pier 1 for lunch on a beautiful Friday, September 29. The venue was the new Prologis conference center, hosted by **Jeff Bray**. Organizers were **Waldemar Mozes**, **Landon Browning**, and **Janine O’Neill**.”



Gautam Ghose, MBA 05

Gautam Ghose, of Milpitas, Calif., writes, “I highly recommend the renewable energy sector as a rewarding career choice for anyone looking for a new direction. At Trina Solar USA Inc., I have been marketing the latest and greatest solar modules across North and South America, enabling corporations, schools, hospitals, and sports arenas to generate energy sustainably and economically. Do Good While Doing Well!”

2007

Tim Kuruvilla, co-founder and chief commercial officer of Viewics, sold the health care analytics company to Roche last fall.

Congratulations to **April Underwood** and her husband, Matt Herrero, on the birth of their first baby. The boy, named Sam, was born at 1:18 a.m. on January 1—the first baby of 2018 at Marin General Hospital in Greenbrae. According to the *Marin Independent Journal*, Sam received a gift basket from the hospital.

2008 10th Reunion
April 27-29, 2018



Michael Badalov, MBA 08, with fiancée, Jessica Guterman, and new baby, Miles Jacob Badalov

Michael Badalov, of San Francisco, and his fiancée, Jessica Guterman, welcomed Miles Jacob to their family in October. They write, “He gets bigger by the day, chats up a storm, and loves his long walks around the city.”



Loren Taylor, MBA 05 (right), with his daughter, Camryn (8); wife, Erica; and son, Manny (5)

2009

Holly Shelton, CEO of MoveWith, a personal fitness app that delivers audio workouts from well-known coaches, earned praise in a *Business Insider* article as one of “50 startups that will boom in 2018, according to VCs.”

2010

Deepak Goel, of Folsom, Calif., reports, “I have been gradually building KarmaCircles over the last couple of years, and I’m proud to say we’ve put together a very impressive technology team. Now that the heavy lifting of the core KarmaCircles product is pretty much done, the tech team can take on a couple of projects building products for other companies. We call it Product Studio. If you know anyone looking for high-quality, reasonably priced software development services, I’d appreciate a quick intro. Our engineers bill at \$12 to \$20 per hour, depending on the project’s scale and scope. We will offer a small commission (around 5 percent) to those whose introductions convert to business. Details at <http://www.karmacircles.com/ps>.”

2012

Siva Sethuraman, of San Ramon, Calif., writes, “2017 brought great changes to my professional career. After a much cherished nine-year stint with Pacific Gas & Electric I took on a new role with Cascade Energy to start, grow, and sustain their California operations. As the company’s lead for utility engagement, I get to strategize, build partnerships, win work, and build my team! Energy markets in California are rapidly changing and it’s been great to be part of this journey. On a

Haas Alumni Notes



View a map of Berkeley Haas in Wine Country:
haas.berkeley.edu/groups/alumni/byhaas/wines

MBA cont.

personal note, my family recently took a trip to Montreal and Quebec City and we fell in love with those two places (yes it was still fall). The people of Canada are so friendly and the Quebec food scene is wonderful, especially if you love coffee and European-style pastries.

2013 5th Reunion April 27-29, 2018

Toby Sun announces, “Bike-sharing company LimeBike, co-founded with **Brad Bao, MBA 05**, snared a \$50 million investment (on top of \$12 million in March 2017) to speed up its rollout to 30 cities and campuses across the U.S. this year. We are planning to surpass Chinese bike-sharing companies Ofo and Mobike, which are now in the U.S.” Sun told CNBC that LimeBike understands the market better than its Chinese rivals. “We are opening one market every week and hiring a team of 10 to 20 people to support local operations and working with city officials closely to launch new markets,” he said. Added to their success, *Business Insider* named LimeBike one of the hottest startups launched in 2017.

Ravi Vayuvegula, of Seattle, became the senior vice president for sales and marketing, U.S., at Lynx Analytics, a mature mid-size company highly awarded for innovation in graph analytics—a technique used to surface insights from complexly connected data points. “The most well-known examples of graph analytics are social graphs in LinkedIn and



Ravi Vayuvegula, MBA 13

Facebook that highlight the various ways we are all connected. Another example is the recommendation engine so well employed by the likes of Amazon,” Ravi said, adding, “Our operations in the U.S. have started to ramp up, and I am super excited to be leading the charge for growth! Please do reach out if you are interested in knowing more about Lynx Analytics and what we can do.”

2014



Sumitha Sampath, MBA 14

Sumitha Sampath, of Fremont, Calif., announces, “I started my new role as vice president of operations in XVELA recently. XVELA is a startup based in Oakland. Its many-to-many maritime business network connects container shipping lines and terminals to seamlessly exchange information and collaborate to achieve win-win outcomes. XVELA has been gaining momentum in the marketplace and has signed key customers. As we roll out and support our cloud-based

SaaS, my global team and I are looking forward to providing superior experience to customers all over the world.”

2015

Noah Deich, co-founder and director of Oakland’s Center for Carbon Removal, was featured in a November *New Yorker* article about carbon-dioxide removal, a potential trillion-dollar enterprise that offers a way not just to slow the rise of CO2 but to reverse it. In “Can Carbon-Dioxide Removal Save the World?” Deich said he came to Haas with a vision of working for a cleantech startup. “But I also had this idea floating around in the back of my head that we’re moving too slowly to actually stop emissions in time,” he said. “So what do we do with all the carbon that’s in the air?” Deich describes his center as a “think-and-do” tank.

Andrew Lee, of Berkeley, Calif., reports, “In 2017, I co-founded a company, thewoula.com, with my wife, Elizabeth. The company name is a play on words between ‘wedding’ and ‘doula.’ We realized that contemporary weddings have devolved into Google Sheets, checklists, and logistics. Our aim is to re-infuse intentionality

Our Defining Principles
Beyond Yourself

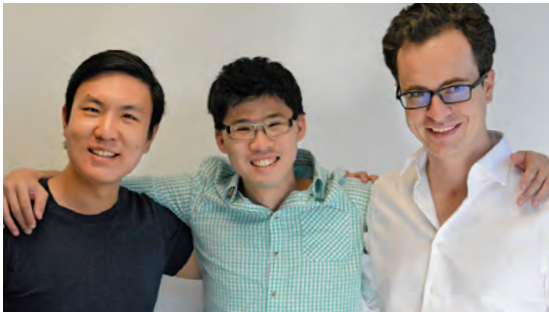
and soul to weddings. As an example, The Woula works with brides and couples on items like writing vows, setting boundaries with family, and staying mindful on their wedding day.”



Lach Litwer, MBA 15, with Alexia, Rowan, and Ila

Lach Litwer, of Hood River, Ore., founded Wöden, LLC, an advisory firm helping technology clients capture prototyping and procurement contracts with the Department of Defense and NASA and assisting public and private sector clients navigate Vehicle to Grid and Smartgrid development (visit www.woden.one). He adds, “Moved family from Oakland to Hood River. We are glad to be back in the state in which we grew up and met each other.”

Alastair Trueger, of San Francisco, started Creative Ventures, with classmates **Champ Suthipongchai** and



MBA Class of 2015 alumni James Wang, Champ Suthipongchai, and Alastair Trueger

James Wang. Building on the success of their first fund, they are now raising their second fund, focused on addressing macroeconomic challenges like labor productivity, climate change, and the aging population using so-called “deep technology.” Standout companies from Fund I include Dishcraft Robotics, a breakthrough robotics company, and ALICE technologies, a breakthrough AI for construction startups.

2016

Art Amador, along with classmate **Chidananda Khatua**, launched San Francisco-based EquBot, the world’s first active exchange-traded fund that utilizes artificial intelligence to mimic analysts working around the clock. EquBot uses IBM’s Watson platform and, as Bloomberg reports, “will attempt to mimic an army of equity research analysts.” The story was also picked up by *Business Insider* and *MarketWatch*. **Chris Natividad** is the company’s CIO.

Ariana A. (Alisjahbana) Busch recently moved to New York City from China. “I am working for Alibaba Group in the U.S. office,” she writes. “Looking forward to meeting Haasies in the area.”

Rebecca (Yuen) Lee, of San Francisco, started a new job as a senior product manager at Salesforce. Last March, she married Earl Lee.

Derek Purdy, of Sunnyvale, Calif., started a new job as director of quality assurance at Benvenue Medical in Santa Clara. Last year he celebrated the birth of a daughter, Josephine, and also had a magical vacation in Hawaii.

Our Defining Principles
Beyond Yourself



Derek Purdy, MBA 16 (second from right) with family Krissy, Christopher, Benjamin, Josephine, and William



Abhishek Sharma MBA 16



Vicki Gorman, MBA 17



William Morgenstern, MBA 16

Abhishek Sharma, of San Diego, Calif., writes, “What started as a carpool group became a real estate fund called Darina Capital Partners. The gen-

eral partners of the fund, including **Vicki Gorman, MBA 17**, and **William Morgenstern**, invested in three multi-family build-ings in 2017. The fund is backed by several Haas investors and has the vision of creating long-term wealth.”



Kendrick Vaughn, MBA 16, at the United States Military Academy with fellow Haasie Alex Pederson, MBA 12

Kendrick (Kenny) Vaughn, of West Point, N.Y., announces, “My 2018 resolution: Embrace a ‘growth mindset,’ connect with my Berkeley/Haas network on the East Coast, and tangibly take steps toward opening a medical practice (acupuncture) with my wife, Seneca. After sharing my resolution with Alumni Relations, I was immediately connected with **Alex Pederson, MBA 12**, who the following week drove an hour and a half from N.Y.C. to visit me at West Point. I gave Alex a ‘behind the scenes’ tour of the academy and shared how the military continues

to shape my leadership. Alex shared his experiences from the medical industry, helped me refine a business model, and provided updates on alumni events taking place in the New York area. A phenomenal way to start the New Year as well as a great reminder of the warmth, generosity, and thoughtfulness of our Haas family!”

2017 1st Reunion April 27-29, 2018

Kyle Clark, of Berkeley, Calif., started work at CITRIS Foundry, the University of California accelerator for founders building deep technology companies, and writes, “It’s been fascinating to be back on campus working with some of the world’s most brilliant scientists and engineers on building startups—it truly tests my ability to be a student always!”

Mark Murphy, of Jersey City, N.J., was accepted into Y Combinator’s winter 2018 batch as co-founder of Players’ Lounge, an eSports company he worked on while at Haas.

2018

Kourosh Zamanizadeh
See BS 2009

BCEMBA/EMBA

2003 15th Reunion April 27-29, 2018

2004

Jamie Pirrello, of Atlanta, announces, “After the sale of UCP, Inc. (NYSE: UCP) to Century Communities, I accepted the position of chief financial officer for Interior Logic Group. Headquartered in Atlanta, ILG is backed by Platinum Equity, a private equity firm in Beverly



Jamie M. Pirrello, BCEMBA 04

Hills, California. While I am very sorry to leave San Jose and the Bay Area, I am very excited about the opportunity with ILG.”

2006



Lali Reddy, BCEMBA 06, at the beach

Gayle Miller, of Sacramento, Calif., writes, “The Berkeley-Columbia (BCEMBA) Class of 2006 mourns the loss of our dear classmate, **Ryan Day**. Over 12 years, we have never known Lali except as a fighter. She was tireless; she was fearless; she never

stopped caring and doing for others. Science-based compassion that could be linked to a specific area in our brains was her theme. She could map the brain and show you where compassion was housed. Compassion was her dream and her goal. And this compassion will be her legacy—even in the research her disease has inspired. Lali taught us simple things—like how to use an Excel spreadsheet, what it meant to work in business development at Genentech, and more. But she taught us even more important things—like mindfulness and meditation—things that have changed my life. She was a selfless friend to all of us. We are grateful for Lali’s presence in our lives and hope that her memory endures as a blessing.”

2008 10th Reunion April 27-29, 2018

2010

Christopher Fong gathered before the holidays with **Tushar Shanbhag**, **Anuj Ralhan**, **Tapan Samaddar**, **Kian Sandjideh**, **Michael Chaput**, **Matthew Cooper**, **Eric Hall**, **Guadalupe Nickell**, **KV Rajan**, **Dan Kimble**, **Ryan Day**, **Ken Nevarez**, **Leigh Flores**, and **Natalie Myres**, along with some class members’ extended families. “We caught up over new jobs, startups,



BCEMBA 2010 classmates, from left: Anuj Ralhan, Ryan Day, Tushar Shanbhag, Leigh Flores, Ken Nevarez, Michael Chaput, Eric Hall, Matthew Cooper, Guadalupe Nickell, Kian Sandjideh, Christopher Fong, Indy Kimble, and Dan Kimble

Haas Alumni Notes



Save the date: MBA Reunion Weekend, April 27–29, 2018

BCEMBA cont.

family members, and new arrivals and planned a quarterly gathering at the same location. If any MBA class would like to organize a fairly convenient location for San Francisco, East Bay, and South Bay classmates, we recommend exploring the Anchor Public Taps as an option. It's next to the Anchor Brewery at 495 De Haro Street, has easy street parking for a Sunday afternoon, and it's between the 280 and 101 freeways."



Anuj Ralhan, BCEMBA 10

Anuj Ralhan, of San Francisco, has a new job (as of July 2017) as executive director with Mooreland Partners, a mid-market investment bank focused on M&A advisory and private capital raising with offices in London, New York, and Silicon Valley.

2011

Rupam Shrivastava, of Jersey City, N.J., announces, "My partners and I are launching a new asset management company. We have an 18-year pedigree in venture investing with successful investments like Baidu and Skype. Our public equity fund is newly launched and focused on factor-based investing for technology stocks. The plan is to use VC style investing in public stocks—focusing on strong teams, scalable business models, capital efficiency, and sustainable growth among others. Our



Rupam Shrivastava (far right) with BCEMBA 2011 classmates in New York: Kathy Kagan, Joel Gutierrez, and John Olson

research is based on the original Fama French 3 factor model as enhanced subsequently by Carhart. We have refined and adapted this model for U.S. technology stocks with a focus on factors that we consider relevant (from a VC perspective). I would love to share further details and connect with like-minded alumni. I will be moving to the Bay Area early in 2018 for the launch of the new company. Hoping to connect with you all."

2012

Emilie Arel, according to *Markets Insider*, was named CEO of FULLBEAUTY Brands Inc., an authority for plus-size women and men seeking fashion inspiration, style advice, and clothing tailored to their individual needs.

Carter Reue, of Alameda, Calif., writes, "My wife, Kat, and I are thrilled to announce the birth of our second child, a baby



Carter Reue, BCEMBA 12, with his wife, Kat, and two kids, Elana and Orion—the Reue crew!

boy! Orion Reue was born this November and both mother and child are doing well. In less than four years of marriage, 'the Reue crew' is now a family of four! It's been a whirlwind, and we feel blessed by all of our good fortune along the way. Thank you to all the people who helped us out as our family grows—every babysitting session, meal, and note of congratulations has been meaningful to us, and we are grateful and forever indebted to all who have gone beyond themselves to provide us assistance and support."

2014

Heather Davis, of Oakland, Calif., was promoted to CFO at Making Waves Foundation, which supports Making Waves Academy in Richmond, California. This followed the successful completion of a year and a half long project in switching out the accounting system for both entities simultaneously. Making Waves Foundation is a private operating foundation that supports the 800-student Title I charter school, provides a scholarship and coaching program for more than 500 first-generation college students across the nation, and is undergoing a \$530M school expansion project to serve over 6,000 students in two new cities. Heather was living in Napa and bought a new house in the Oakland Hills in August.

Elisa Rossi, founder of Rossi & Rei, a new luxury brand connecting established luxury craftsmen to the modern consumer, was profiled in *Fast Company* last year. Her startup connects consumers directly with the artisans who make luxury goods for brands like Chanel and Prada. She coined the phrase human-to-human luxury to describe her business model. See <http://haas.org/elisa-rossi>.

2016 EMBA 1st Reunion April 27-29, 2018



Darrick Lam, MBA 16

Darrick Lam, of Sacramento, Calif., became CEO of ACC Senior Services (<https://www.accsv.org/>) after a 21-year career in the public sector. The private nonprofit organization "promotes the general welfare and enhances the quality of life for the community by identifying, developing, and providing culturally sensitive health and social services for older adults in the Sacramento Valley," he writes. "I am very pleased I can apply my newly minted business skills that I have gained from the EMBA Program to not only maintain the quality services but also continue to increase the footprint of this organization."

Cristy Johnston Limón 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 Destiny Arts Center in Oakland, a leading youth arts education and movement organization. She writes, "Access to the arts gave me hope and a vision for what our communities could be when our voices were driving the conversation."

PhD

1986

Cathy Goodwin, of Philadelphia, announces, "Just released a new Kindle ebook: *Grow Your Business One Story At A Time: How Strategic Storytelling Helps You Stand Out And Succeed In A Crowded Marketplace*. Most storytelling books will help you become a better storyteller. This book shows you how to use stories to become a better marketer." She released a CreateSpace version in January. "I've got other ebooks on Kindle as well and will be adding to the list in 2018. Love for anyone to read my books and share their views." Her course on Udemy—Storytelling For Small Business Marketing—is discounted with this coupon: <http://mycopy.info/story17>.

Nicholas G. Hall, of Columbus, Ohio, Fisher College of Business Distinguished Professor at The Ohio State University, is serving as the 2018 president of INFORMS. The 12,500-member professional society is the world leader in operations research and analytics theory and applications to business, public policy, sustainability, and health care. Under Professor Hall's leadership, INFORMS will showcase its award-winning work at its first Policy Day on Capitol Hill in Washington, D.C., in May.

In Memoriam

Robert Wertsch, BS 40
Grant Ichikawa, BS 41
Yonekazu Satoda, BS 42
Emma Thomas, BS 45
Joseph Duffel, BS 47
Harold Hohbach, BS 47
Richard Laughlin, BS 47
Virginia Sibley, BS 47
Edward Withers, BS 47
Edward Yun, BS 47
William Chipman, BS 48
Mitchell Flint, BS 48
Albert Gabie, BS 48
Alexander Heller, BS 48
Herman Johnson, BS 48
Norman Levenson, BS 48
Donald McCaw, BS 49
Elmer Place, BS 49
John Racanelli, BS 49
Arax Shamshoian, BS 49
Robert Thompson, BS 49
Raymond Skinner, MBA 49
Kenneth Adams, BS 50
George Cavros, BS 50
Dean Chapman, BS 50
David Friedenber, BS 50
Harold Lauritzen, BS 50
Warren Parker, BS 50
Emmons Sebenius, BS 50
Fumio Yoshikawa, BS 50
LeRoy Chandler, BS 51
Robert Davis, BS 51
Robert Drabkin, BS 51, MBA 52
William Dunlavy, BS 51
Gerald Flieder, BS 51
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Richard Mineau, BS 52
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Dudley Westler, BS 52
James Low, BS 53
Albert Arnold, BS 54
Ronald Guptill, BS 54
Winton Mather, BS 54, MBA 55

Dean Stiles, BS 54
William White, BS 54
Jack Anderson, BS 55
Klaus Brandt, BS 55
Jack Garfinkle, BS 55
James Kleaver, BS 55
Thomas Bennett, BS 57
Nathaniel Brazill, BS 57
Leo Jones, BS 57
Robert Aisthorpe, BS 58
Donald Davis, BS 58
Peter Trincher, BS 58
Robert MacKerron, BS 59
Teruo Maruyama, BS 59
Eugene Oliver, BS 59
Joseph Speroni, BS 59
William Simpson, BS 61
Rose Buck, BS 62
Dennis Hess, BS 62
Bruce Boatman, MBA 62
Alan Yohalem, MBA 62
Robert Dahl, BS 63
Henry Pruden, MBA 65
Lee Harris, BS 69
Wallace Lowry, MBA 69
Arthur Tyler, MBA 69
Henry Wellington, BS 70
Edward Taapken, MBA 71
Tom Whitaker, MBA 71
William Carlile, MBA 73
Bernard J C Smith, MBA 76
Timothy Thomas, BS 77
Raphaela Cheng, BS 79
Susan Huetter, BS 79
John Wolf, MBA 81
Christopher Wright, BS 87
Kent Varble, MBA 87
Randall Heppner, BS 88
Cynthia Strob, MBA 88
Joyce Huen, BS 97
Yi Zhou, BS 99
Tina Wong, Staff
Shirley Biggerstaff, Friend
Sidney Chan, Friend
Donald Davis, Friend
Louis Schrepel, Friend
Charles Wraith, Friend

OBITUARIES

Paul Otellini, MBA 74, Former Intel CEO



Former Intel CEO Paul S. Otellini, MBA 74, an innovator who left his mark on the computing industry and inspired a global workforce, died Oct. 2 at his home in Sonoma County. He was 66.

The first non-engineer to lead Santa Clara-based 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 grew the company's sales from \$34 billion in 2005 to \$53 billion in 2012—more revenue than Intel generated during the company's previous 45 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 success. He served on the Haas School Board from 2002–2003 and he and 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 2006.

Born in San Francisco in 1950, Otellini received a bachelor's degree in economics from the University of San Francisco in 1972 before earning his Berkeley MBA. Otellini is survived by his wife, Sandy; mother, Evelyn; son, Patrick; daughter, Alexis; 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. 5 after a short illness. He was 78.

Thigpen had taught Ethics and Responsible Business Leadership to MBA students nearly every spring for the past 25 years.

Born in 1939 in Pasadena, Calif., Thigpen attended Stanford, graduating in 1961 with a degree in economics. After a stint in the Marines, he returned to Stanford to earn an MBA.

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 1982, 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 avid volunteer and board member with several organizations, an active family man, and a Haas School lecturer, where he was much respected by students and faculty alike.

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 Jan. 9. 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 WellPoint Health Networks, John Muir Hospital, and Alta Bates. With his wife, Virginia, Davenport regularly supported the Haas Fund, the Center for Social Sector Leadership (CSSL), and Boost. He was CSSL's founding board chair and, says Nora Silver, the Center's founder and faculty director, helped lead CSSL 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 Board Fellows program, which places Berkeley graduate students on local nonprofit boards.

He is survived by his wife, Virginia; sons, Rick and David; and five grandchildren.

Haas Personal View

Caroline Winnett, MBA 90, SkyDeck Executive Director



Q&A sessions...we learned that venture capitalists posed different types of questions to male and female entrepreneurs: They tended to ask men questions about the potential for gains and women about the potential for losses. We found evidence of this bias with both male and female VCs....Investors adopted what’s called a promotion orientation when quizzing male entrepreneurs, which means they focused on hopes, achievements, advancement, and ideals. Conversely, when questioning female entrepreneurs, they embraced a prevention orientation, which is concerned with safety, responsibility, security, and vigilance.”

For example, male entrepreneurs might be asked their plans to monetize their company whereas female founders were asked how long it would take them to break even. In fact, male entrepreneurs were posed promotion-oriented questions 67 percent of the time. Female entrepreneurs were asked prevention-oriented questions 66 percent of the time.

I guarantee that those investors had little or no idea that they were asking male and

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 1.6 times more capital than they did with a prevention question/prevention answer scenario. With ordinary investors the result was an allocation of 1.7 times more capital.

Again: Investors allocated more capital in the prevention question/promotion answer condition than to those in the prevention question/prevention answer condition.

Reflect on this—then coach your startups accordingly. Ask your female (and male) entrepreneurs promotion and prevention questions and coach them to give promotion answers every time.

We spend our days helping our startups solve hard problems. This is a hard problem.

Let’s solve it.

Caroline Winnett, MBA 90, is executive director of SkyDeck, UC Berkeley’s startup accelerator, where she leads a program that hosts over 100 companies per year. She recently launched the Berkeley SkyDeck Fund, a VC fund investing in SkyDeck startups that donates half of fund profits back to UC Berkeley. Prior to SkyDeck, Winnett was a serial entrepreneur and co-founded the pioneer company in the neuromarketing industry, NeuroFocus, which was acquired by Nielsen. Before her career in startups, Winnett was a professional concert violinist.



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- 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