

BERKELEY

HAAS

SPRING 2020

14>

Silicon World

Haas alumni create emerging
innovation hubs worldwide

Plus:

DISABILITY ADVOCATE
MATTHEW WANGEMAN P. 22
FIGHTING LYME DISEASE P. 30





1
The
liberating
power of
wheelchairs
PAGE 22

"I have lived a pretty remarkable life for someone with significant disabilities," says Matthew Wangeman, BS '92, shown sharing a laugh with his longtime personal assistant, Kelly Hurlbut. Wangeman works to change attitudes about those with disabilities. "I think it's attitudes that really disable people," he says.

TEN

TAKEAWAYS



2
*Is your office's design
impeding success?*
PAGE 7

3
**Where the next
Silicon Valley could be**
PAGE 14



9
**IS
CONFIDENCE
OVERRATED?**
PAGE 13

8
**How Bay
Area housing
prices stunt
economic
growth**
PAGE 8


**What
you need to
develop
a high-
performance
team**
PAGE 43

4
**A new way to
improve crumbling
infrastructure**
PAGE 48

5
**Are stable
coins
the future of
crypto-
currency?**
PAGE 10


6
**Why LYME
DISEASE is so
hard to diagnose**
PAGE 30

*The Berkeley
networking tool you
should be using*
PAGE 55

MASTHEAD

Ute Frey
Executive Editor
Amy Marcott
Managing Editor
EmDash
Art Director
Staff Writers
Laura Counts, Kim Girard
Contributing Writers
Michael Blanding, Mickey
Butts, Meilan Carter-Gilkey,

Krysten Crawford, Jeneé
Darden, Andrew Fought, Carol
Ghiglieri, Jonathan Moules,
Judith Ohikuaire, Rochelle
Spencer, Sam Zuckerman

Berkeley Haas is published
three times a year by the Haas
School of Business, University
of California, Berkeley.

Address changes:
alumni@haas.berkeley.edu
Contact:
letters@haas.berkeley.edu
Berkeley Haas Magazine,
UC Berkeley
2001 Addison St., Ste. 240
Berkeley, CA 94704



BERKELEY **SPRING**
HAAS **2020**

Cover:
Juan Mini, MBA '99, founder of
Campus Tecnológico, an innova-
tion hub in Guatemala City.
Photo: Jordi Ruiz Cirera

FINANCIAL TIMES EXCERPT

The Other Gender Gap

Highflyer and investor April Underwood, MBA 07, is determined to close the ownership chasm

BY JONATHAN MOULES

AFTER 20 YEARS AT THE HEART OF SAN FRANCISCO'S tech scene, April Underwood is on a mission to challenge male domination of the startup community in Silicon Valley and the Bay Area.

Her CV reads like a roll call of tech's top companies. She worked at Intel before earning her MBA at Haas in 2007. During her studies she was an intern at Apple and afterwards became a senior technology manager at Google. She then moved to Twitter and on to Slack where she eventually became its chief product officer, benefiting from both companies' IPOs along the way.

The experience highlighted to Underwood that while the gender pay gap in Silicon Valley is well

CONTINUED ON PAGE 4>



PHOTO: WINNI WINTERMEYER (REDUX)

< CONTINUED FROM PAGE 2

known, the gender equity gap is less so. “A lot of attention is given to salary differences, but there is currently no transparency on equity ownership,” Underwood says. “It is equity that makes you wealthy in Silicon Valley, not your salary.”

Now, alongside founding new growth advisory company Wise Owl, Underwood is focused on #Angels, an investing “collective” she co-founded in 2015 with colleagues from Twitter. Alongside investing in companies, the group is also pushing for more transparency around who owns startups.



Underwood’s investing collective #Angels, pictured above, works to highlight the tech industry’s lopsided power dynamics.

“It started from a shared desire we had to angel invest,” Underwood explains. “Frankly, we wanted to be like our male peers who were getting involved in some of the most successful companies in the community.”

She and her #Angels co-founders all joined Twitter in 2010 when it employed just 150 people. Part of the benefit of joining a tech startup early is the chance to gain equity in the business, with grants tending to decrease as the company matures. While it is a risky move, the gamble can pay dividends if the business goes public or is acquired, something former employees can benefit from if they hold on to their shares.

Underwood and her colleagues worked hard at

Twitter as the company grew to more than 5,000 employees and listed on the New York Stock Exchange in 2013. The windfall they received from their shares sparked the idea of pushing for more female equity stakeholders in new ventures.

The goal of #Angels is to bring the same level of transparency to the gender divide in angel investing as has been given to gender pay divides, Underwood adds.

The most significant achievement of #Angels to date is the creation of Gap Table, a piece of research that looks at the ownership of startups with venture capital by gender. The name is a pun on the term cap table, which is a legal document recording who owns what shares in a company and how many of them they control.

According to the #Angels team, there are four main groups of people who have significant ownership on Silicon Valley cap tables: founders, investors, senior executives, and early employees.

Women are underrepresented in each of these key roles, the Gap Table research revealed. “It’s no exaggeration to estimate that a founder or senior executive has 100 or 1,000 times the number of shares compared to a non-early member of the team, particularly in large organizations,” the group writes on its blog.

A company may have 30% female employees, but if women are not proportionately represented as founders, executives, early employees, and investors, they will own far less than 30% of the company, #Angels argues. “Viewed through this lens, the power dynamics of the technology industry are far more lopsided than we currently measure,” they add.

Underwood hopes that the research of the Gap Table project will spark real change in the gender balance of investment teams. However, she notes, they are only one part of a much wider movement to bring greater equality to the tech sector. “There are all sorts of different groups coming at different parts of the inequalities in the tech startup world,” she says. “There is not one group that moves the needle for everybody. It will be a combination of all these efforts.”



Excerpt from Jonathan Moules, 2020, “On a mission to close Silicon Valley’s gender equity gap,” Financial Times / FT.com, Jan. 21. Used under license from the Financial Times. All Rights Reserved.

PHOTO: HELENA PRICE HAMBRECHT



HAAS CULTURE

Faculty Going Beyond

Faculty generosity allows Haas to stay competitive

BY CAROL GHIGLIERI

IT’S THE 10TH ANNIVERSARY OF THE DEFINING LEADERSHIP PRINCIPLES: Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself—a culture fully infused into Berkeley Haas. To celebrate, we’re highlighting a few of the faculty who go beyond themselves by waiving their salaries so Haas can spend resources elsewhere—simply because they care deeply for Haas.

Lecturer Ted Janus, MBA 94, principal at J Capital, co-teaches Investment Strategies and Styles for MBA students. For him, teaching at Haas serves a greater purpose. “By helping talented students, I’m contributing both to Berkeley and to the wider world,” he says, which is why Janus continues mentoring his students even after the class concludes.

Jennifer Richard, MBA 19, a principal at Vitalize Venture Group, praises Janus’ care for students. “He really got to know each one of us and what our goals were,” she says. “To this day, when he sees an article that might be relevant to what I’m doing, he’ll reach out to me directly.”

Like Janus, Lecturer Stephen Etter, BS 83, MBA 89, a founding partner of Greyrock Capital Group, says his years as a Berkeley student left an indelible mark. “Cal provided me with the opportunity to get a quality education at a public education price,” Etter says. “I teach in the hope of providing my students that same opportunity.” His undergraduate course on corporate finance helps students convert theory into applications they’ll use in their careers.

PHOTO: ISTOCK

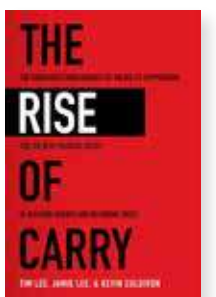
Sometimes, faculty step in to ensure students get the skills they’re eager to learn when they want to learn them. When Assoc. Prof. Yuichiro Kamada’s Pricing course was not offered due to paternity leave, dozens of students pulled together an independent study project on the topic. Given the students’ fervent interest, Professional Faculty Member Bill Pearce and Kamada presented materials on pricing to help shape student projects.

Haas administrators are also paying it forward. When Prof. Laura Tyson became interim dean in 2018, she too lived the Beyond Yourself principle.

“I decided to decline a dean’s salary so Berkeley Haas would have more funding for other uses,” says Tyson. “As a former Haas dean and long-standing faculty member, I well understand the funding challenges Haas faces.”

In fact, tuition only accounts for half of Haas’ annual revenues. The school depends on and benefits from the generosity of people, like Janus, Etter, Pearce, Kamada, and Tyson, who believe in the transformative power of a Haas education. Beyond Yourself indeed.

#HAASOME



MARKET UPHEAVALS

MFE Lecturer Kevin Coldiron explains how “carry trading” grew from a niche strategy to a ubiquitous global investment theme, driving inequality and contributing to financial crises. *The Rise of Carry: The Dangerous Consequences of Volatility Suppression and the New Financial Order of Decaying Growth and Recurring Crisis* (McGraw-Hill, 2019), rose to #1 in three business categories on Amazon in March.

The Takeaway

“A lot of attention is given to salary differences, but there is currently no transparency on equity ownership,” says April Underwood, MBA 07. “It is equity that makes you wealthy in Silicon Valley, not your salary.”

The Takeaway

A company may have 30% female employees, but if women are not proportionately represented as founders, executives, early employees, and investors, they will own far less than 30% of the company.

CONNECTIONS

This spring marks Stephen Etter’s 50th consecutive semester as a lecturer at Haas. Ted Janus previously served on the Dean’s Advisory Circle and Haas Board.

The Takeaway

Some Haas faculty members choose to share their valuable wisdom with students on a pro bono basis, so Berkeley Haas will have more funding.

#HAASOME



WISE COUNSEL

Economist **Laura D'Andrea Tyson**, who served as dean of Haas and as a presidential advisor, has been named by Calif. Gov. Gavin Newsom to co-chair his new Council of Economic Advisors. The 13-member panel will help foster inclusive, sustainable, and long-term economic growth. Lt. Gov. **Eleni Kounalakis, MBA 92**, also serves on the panel.



GLOBAL ECONOMY

Work Ethics

Do multinational companies exploit foreign workers?

INTERVIEW BY LAURA COUNTS

IN TRADE DEBATES, MULTINATIONAL CORPORATIONS ARE OFTEN CAST as villains exploiting low-wage workers in countries with weaker labor laws at the expense of Americans. But what does the evidence say?

Dean Ann Harrison and Prof. David Levine recently reviewed existing evidence for the Brookings Institution—part of a larger effort to better understand the complex role of multinationals in the global economy. Harrison is one of the most-cited researchers on multinationals, offshoring, and direct foreign investment. Levine, the Eugene E. and Catherine M. Trefethen Chair in Business Administration, has studied effects of industrialization on health and education in developing countries. *Berkeley Haas* spoke with Levine about their findings.

How did you define exploitation?

We looked at it three ways. The first is whether

workers are worse off than if they hadn't worked for the multinational company. Second is asking whether workers are being paid a fair share given that they're often producing products that are quite valuable. And third is whether these employers are respecting fundamental human rights, since almost every country with multinationals has signed on to the International Labour Organization's standards which prohibit slavery, child labor, and discrimination.

What's the evidence on wages for multinationals operating in developing countries?

There's strong evidence that on average these

workers are not being exploited in that they don't earn less than they could elsewhere. Multinationals often pay more than domestic firms, sometimes meaningfully more. But larger firms often pay higher wages, and multinationals tend to be large firms. We also see quite high turnover—these workers aren't feeling overpaid, and these jobs aren't particularly cherished.

How did you look at the question of whether workers get a "fair share"?

To the extent that branded companies like Nike, Nordstrom, or Apple are making a lot of profits, it seems fair to many people for them to pay above-market wages in poor countries. There isn't evidence that they're systematically sharing a lot of the surplus—wages in most studies are not a whole lot higher than people would earn elsewhere. If you see a branded product, it's likely the assembly workers received a very small share of that value.

What about human rights?

There's strong evidence of tragically high levels of exploitation in terms of violations of basic human rights, and women are especially vulnerable to sexual harassment or worse. There isn't evidence that multinationals are worse at stopping sexual harassment or abuse than domestic firms, but having lower rates doesn't let them off the hook: They're still violating fundamental human rights. Over the past decade, Western-based multinationals have almost universally adopted zero-tolerance policies against child labor. There have been improvements, but some violations are still uncovered.

Do multinationals hurt U.S. workers?

It does seem like on average the growth of outsourcing has been bad for Americans at the middle and bottom of the wage distribution, especially in manufacturing. But for every outsourced job, it doesn't mean that if you banned outsourcing it would save that job. The existing research doesn't nail down what share of outsourced jobs would have been lost anyway, but it's a reasonable estimate that most of them would have disappeared due to technology and automation. Outsourcing is not the main challenge American workers face.

PHOTO: SEAN GALLUP / GETTY IMAGES

BUILT ENVIRONMENT

IRK SPACES

How office design fads falter

BY KRYSTEN CRAWFORD

Sit-stand desks, "collaboration lounges," and private focus rooms are among today's cool office trends. But modern offices may not be helping employees do their jobs. They may even be distracting.

That's the premise of *Built to Thrive: How to Build the Best Workplaces for Health, Well-Being & Productivity*, co-authored by Senior Lecturer Cristina Banks. She and experts from a variety of fields argue that too much attention is paid to physical space at the expense of the psychological and social needs of employees.

Case in point: sit-stand desks. While intended for health, studies show the novelty quickly wears off and employees mostly sit. "Collaboration" lounges are too close to cubicles to use. Focus rooms for privacy aren't often soundproof.

To inspire motivation and well-being, the book says businesses should focus on autonomy, social connection, bodily security, and work with purpose. For example, extroverts are happy to sit on a sofa and collaborate, while introverts prefer to sit behind a table.

"There's this myth that designing wellness into the workplace is more expensive than not doing it," says Banks. "This book shows why that's not the case, and why office design needs to be among the top three concerns for any business leader."



↑ CONNECTIONS

Dean Ann Harrison and Prof. David Levine presented their findings to the Brookings Institution last December.

↑ **The Takeaway**

Exploitation is a complicated subject, but in short, multinational corporations do not do enough for their employees and for the employees of their suppliers to protect basic human rights.

↑ **< More Online**

Read the full interview at haas.org/MNC.

↑ **The Takeaway**

A holistic understanding of the physical, emotional, and social needs of employees is crucial in workplaces. Piecemeal features, like collaboration lounges, don't address all factors that lead to productivity. Learn more: haas.org/built-to-thrive.

#HAASOME



MAKEUP BRAG

Doreen Bloch, BS 09, will open the world's first Makeup Museum in NYC in May. The museum showcases the history of beauty and its impact on society. The first exhibit, "Pink Jungle: 1950s Makeup in America," will run for six months.

LEARN MORE:
makeupmuseum.com



ECONOMIC GROWTH

HOUSE ARREST

How soaring housing costs in major cities impact the entire nation

BY MICKEY BUTTS

The high cost of housing in places like the San Francisco Bay Area and New York affects more than people's pocketbooks. It's also stunting economic growth—and not just in these regions but in the nation as a whole. The reason: Fewer people can afford to move to these cities where productivity is much higher.

These and other surprising findings come from a 2019 study in the *American Economic Journal: Macroeconomics* by economists Enrico Moretti of the Berkeley Haas Real Estate Group and Chang-Tai Hsieh at the University of Chicago.

While productive, the finance- and tech-saturated cities of New York, San Francisco, and San Jose have contributed just 5% of the nation's economic growth from 1964 to 2009. That's because of the

sneaky way that higher housing costs eat up the high wages in these areas, the economists determined. Meanwhile, 82% of the nation's economic growth for the period came from 152 cities in the South, the Rust Belt, and other large metropolitan areas.

Here's the rub: If the highly restrictive housing and land use laws in the most productive cities were relaxed to the level of the median U.S. city, economic output in these regions would be more than 36% higher, and 3.7% higher in the nation as a whole, according to the study's most conservative estimates. That would translate into a \$3,685 raise for each worker in the U.S., they calculated.

Though the data analyzed stopped at 2009, Moretti says that, if anything, "the problem is definitely more acute today."

ILLUSTRATIONS: ISTOCK/SORBETTO

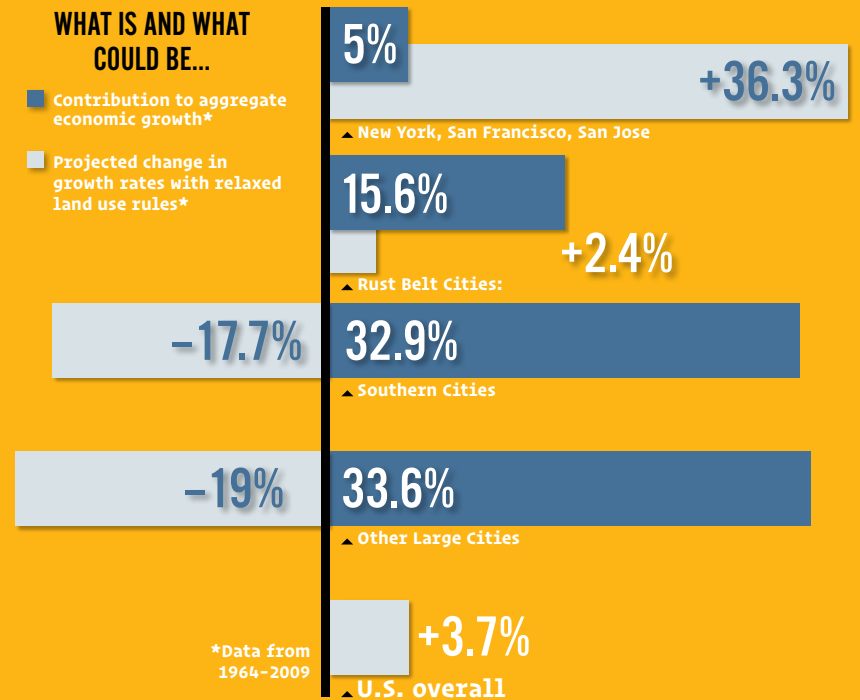


NO CONSTRAINTS

What would happen if housing costs weren't a factor, and people could move anywhere for a job? Moretti and Hsieh developed a statistical model that showed employment and economic growth would boom in more productive cities currently constrained by stringent land-use laws and shrink in cities with looser regulations.

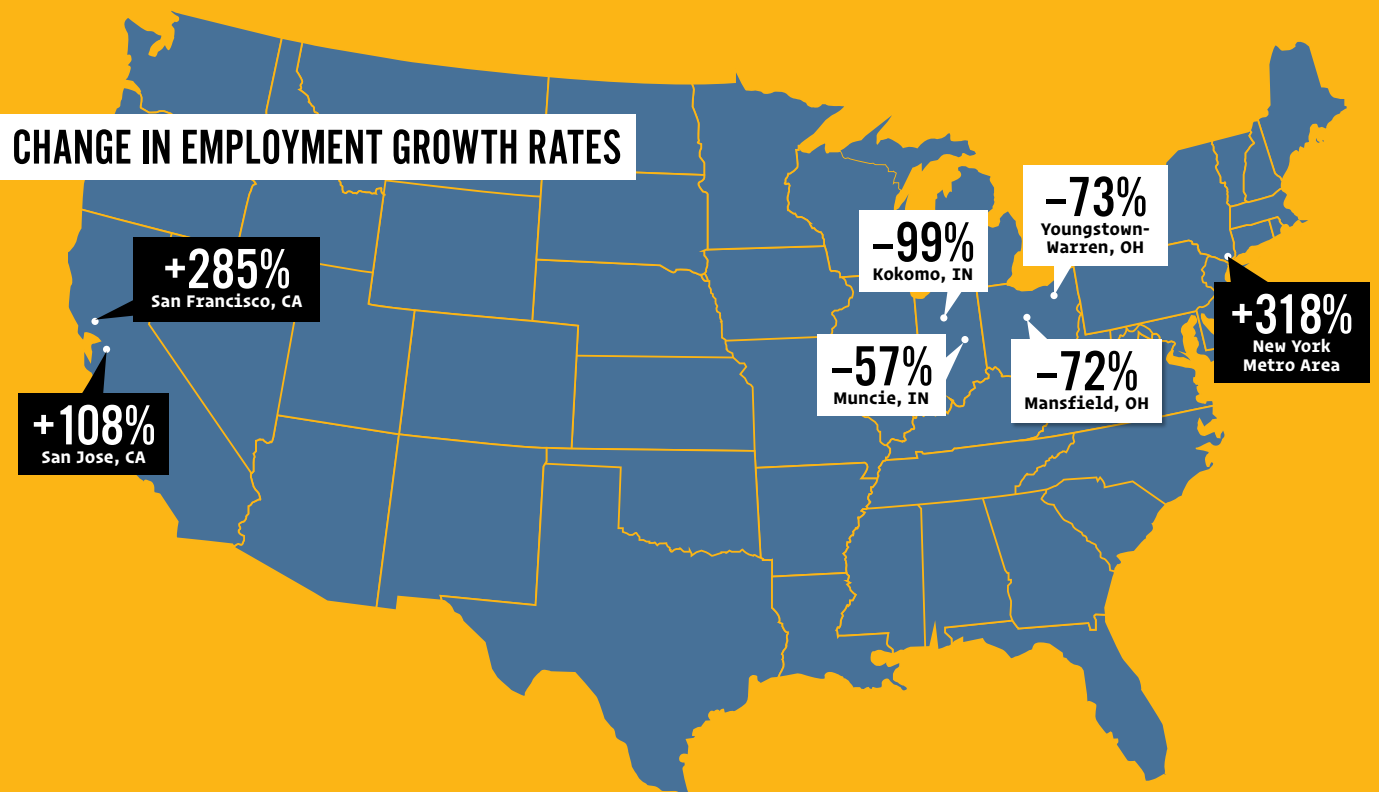
WHAT IS AND WHAT COULD BE...

- Contribution to aggregate economic growth*
- Projected change in growth rates with relaxed land use rules*



*Data from 1964-2009

CHANGE IN EMPLOYMENT GROWTH RATES



The Takeaway

New York, San Jose, and San Francisco may dominate on productivity in the finance and tech industries, but high housing costs eat up more than half of what they could contribute to the nation's economic growth.

DIGITAL ASSETS

Safer Cryptocurrency?

A Q&A with Prof. Rich Lyons

BY SAM ZUCKERMAN



Prof. Rich Lyons, BS '82,
an expert in currency
exchange rates

CRYPTOCURRENCIES LIKE BITCOIN, WITH THEIR ROLLER-COASTER PRICE movements, are not investments for the faint of heart. In recent years, however, a new form of cryptocurrency has emerged with the promise of less volatility. So-called stable coins, such as market leader Tether, are pegged one-to-one to the U.S. dollar or other asset, in theory making them safer. Prof. Rich Lyons, an expert in currency exchange rates, recently co-authored a paper examining what keeps stable coins stable.

What exactly are cryptocurrencies?

They are part of the digital asset economy, which lies outside the traditional banking system and is generally housed on a blockchain, a secure, decentralized electronic ledger used to record transactions. The digital asset economy includes cryptocurrencies like Bitcoin and so-called initial coin offerings. These assets serve multiple purposes. For example, I could issue 100 tokens and, by buying one, you could own one one-hundredth of a work of art. In addition, this digital asset economy gives people in countries that might not be able to hold assets because of capital controls or other restrictions access to more of the world's assets.

What's the purpose of stable coins?

The issuers and traders of cryptocurrencies aren't like regulated financial institutions. They don't have "know-your-customer" rules or anti-money-laundering regulations. At first, this digital asset economy lacked a store of value, that is, assets with relatively low volatility that people could hold knowing the value wouldn't change drastically. Because Tether and other stable coins are pegged to traditional currencies, they have become stores of value in that alternative financial world.

Haven't stable coins been controversial?

Yes. For example, there was a question of whether

the issuers of Tether were manipulating the price of Bitcoin. That scenario is possible in part because in more than 50% of transactions, people use Tether to buy and sell bitcoins. It's cheaper and more frictionless because both are outside the banking system. Going from dollars to bitcoins has higher transaction costs, because you are going from outside to inside the banking system.

Are stable coins as safe as claimed?

Tether is pegged to the dollar at one-to-one, and its price has generally traded within 1% of this. But about 18 months ago, there was some concern that Tether was not backed one-to-one with assets; i.e., if there was a mass redemption of Tether, the collateral would not be sufficient to cover the full amount. This concern led the price to fall as low as 95 cents to the dollar. There was an audit, which was not 100% transparent, but it did restore confidence in the marketplace.

What questions should we be asking about stable coins?

Stable coins come in a number of different flavors. Some purport to be 100% backed by redeemable collateral that's in escrow and can't be run away with. But part of the question, even with Tether, is whether it really is 100% collateralized. And is all that collateral really liquid?

PHOTO: NOAH BERGER

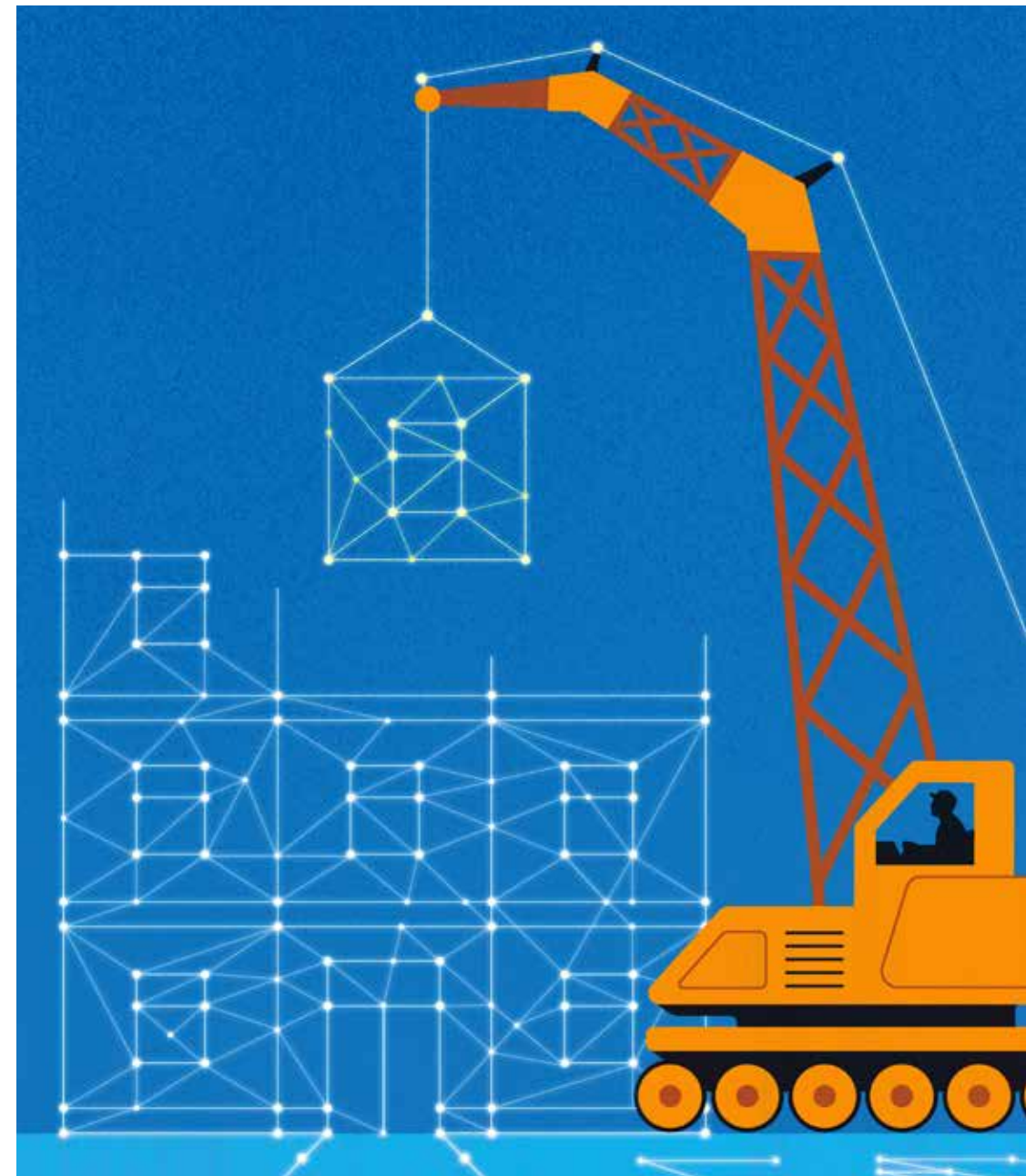


ILLUSTRATION: JOEY GUIDONE

If you have to sell in fire-sale conditions, even a "100% collateralized" asset may not turn out to be so.

What are the long-term prospects for cryptocurrencies?

There will be a lot of shakeout. The stable coins that have the greatest market confidence concerning the legitimacy and liquidity of their collateral will win out. Meanwhile, if you think about the literally thousands of initial coin offerings, all the

tokens, all the cryptocurrencies—90% of them will be valueless in 10 years, in my judgment.

How are cryptocurrencies evolving?

Many of the big central banks are saying they will launch a digital currency in the next five years. My prediction is in 10 years we will have three or four important stable-coin digital currencies based in blockchain and issued by central banks. They will live more in the traditional regulated banking system, filling in the continuum.

#HAASOME



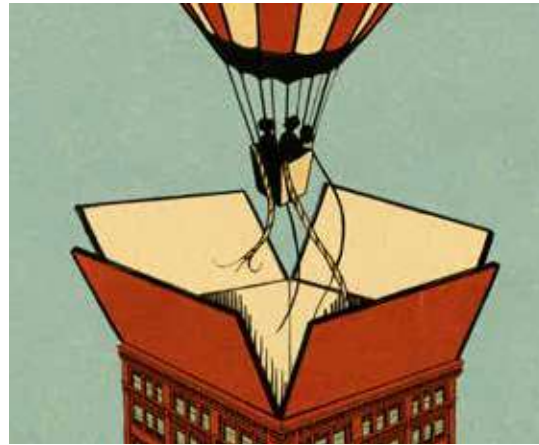
HAAS ON THE HILL

Robert Strand, executive director of Haas' Center for Responsible Business, testified before the U.S. House Commission on Small Business in December during a hearing on corporate social responsibility. Strand discussed the benefits of stakeholder capitalism and the Sustainable Development Goals.

WATCH HIM
(starting at 17:00):
haas.org/strand-testimony

< More Online

Read the full version of this
Q&A at haas.org/stable-coins.



ORGANIZATIONAL BEHAVIOR

Champion Development

Attitudes about employee talent could have far-reaching consequences

BY KRYSTEN CRAWFORD

ADOPTING A “GROWTH MINDSET,” THE BELIEF THAT SUCCESS IS DRIVEN by effort rather than just brains or talent, can have a profound effect on how people perform. Haas Professors Jennifer Chatman and Laura Kray have discovered that the same applies for organizations.

In their recent paper “Cultures of Genius,” the authors show that Fortune 1000 companies that indicate they believe employee talent is innate (or fixed) rather than something that can be developed are perceived as less collaborative, less innovative, and even less ethical than growth-mindset organizations. What’s more, employees in fixed-mindset companies reported they were less trusting of their employer, less committed to their jobs, and generally less satisfied with their workplace culture.

The researchers also found that employees will alter their own behavior based on their perceptions of their company’s mindset type. In fixed-mindset organizations, this may mean they’re more competitive with each other and less likely to share credit. Their supervisors, in turn, also tend to view their workers as less collaborative, less innovative, and less ethical.

Stanford psychologist Carol Dweck originated the idea of growth mindsets 30 years ago, but until recently the concept was applied only to individuals, not groups. How, exactly, does mindset manifest itself in an organization?

Through its policies, practices, and behaviors, according to the research. Mission statements that emphasize the role of employee talent in the overall success of the company suggest a fixed mindset, for example. Statements that champion opportunities for professional development indicate a growth mindset.

Chatman and Kray say that, ultimately, their goal is to help business leaders recognize the value of growth mindsets and how organizations may cultivate cultures that enable employees to grow in knowledge and ability over time.

“We know from prior research that there are ways to change mindsets and to move people into more of a growth mindset, which can lead to stronger performance,” says Kray, who holds the Ned and Carol Spieker Chair in Leadership. “The good news is that we now have compelling evidence for how organizations can invest in their cultures to produce positive returns.”

ILLUSTRATION: DAN BEAR

FACULTY RESEARCH

CONFIDENCE LEVELS

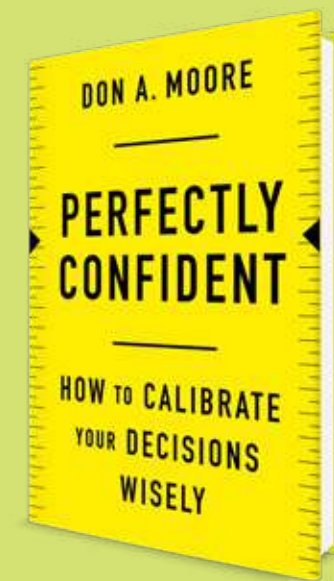
Five tips for calibrating your decisions wisely

BY LAURA COUNTS

Forget what you’ve read in self-help books. More confidence is not necessarily better, says Prof. Don Moore, who studies the psychology of decision-making and overconfidence.

His new book, *Perfectly Confident: How to Calibrate Your Decisions Wisely* (HarperCollins, 2020), uses studies from psychology and behavioral economics to explain what confidence is, when it can be helpful, and when it can be self-delusional and destructive. It’s a lively, self-aware guide—replete with anecdotes, scientific research, and provocative questions—that can help anyone find what Moore calls “the middle way between having too much and having too little” confidence.

“The middle way enables you to see the truth and understand all that you are capable of, and how to achieve it,” says Moore. “It helps you steer clear of mistakes that can put you at risk for missed opportunities, embarrassment, and pain.”



Moore lists five strategies for better calibrating your confidence.

1 Avoid fooling yourself with wishful thinking. Don’t let your desire for something to happen bias your assessment of its probability. Moore suggests writing down your predicted outcomes and keeping score of results to improve your accuracy over time. The book includes a framework for doing so.

2 Ask yourself why you might be wrong. Consider the opposite of your assumptions by holding a premortem analysis—writing down ways a project could fail—to temper your expectations and prepare for likely outcomes.

3 Avoid being tricked by others’ displays of confidence. Confident entrepreneurs, such as Elon Musk, are often successful. But to view confidence as the reason for their success confuses correlation and causation. Avoid being duped by confident displays not backed by competence.

4 Take the outside view. Consider rates of success among others like you. What would an objective observer recommend?

5 Ask “Wanna bet?” Betting on what you believe will happen can calibrate the confidence of yourself and those around you. If another rational, well-informed person is willing to take the other side of the bet, ask yourself what they know that you don’t.

#HAASOME



THINK RANK

Michael Y. Lee, MBA '09, was named to the Thinkers50 Radar Class celebrating 30 up-and-coming management thinkers whose work will shape how organizations are led. Lee, an assistant professor at INSEAD in France, researches how organizations can become less hierarchical and more empowering and agile.

LEARN MORE:
haas.org/thinkers50-lee

The Takeaway

“Companies have their own beliefs about their employees’ abilities, and these mindsets...can have a profound impact on whether they ultimately succeed or fail as businesses,” says Prof. Jennifer Chatman.

The Takeaway

Confidence is good, but overconfidence can lead to missed opportunities. Instead, aim for a well-calibrated, adaptive confidence.



LEBANON

Sami
Abou Saab
MBA 12

Far from the Bay Area, Haas
alumni create emerging
tech and innovation hubs

BY MICHAEL BLANDING

PHOTO BY HUSSEIN MALLA

Silicon world

SILICON VALLEY HAS REIGNED

as the epicenter of innovative companies and venture capital fortune for some 30 years. But over the last decade, other cities have sought the economic benefits (and bragging rights) of spawning their own high-tech hubs.

Nationwide, places like New York, Boston, Austin, and Seattle have built infrastructures for home-grown startups and venture capitalists, putting Silicon Valley on notice that it was no longer the only game in town. Worldwide locales have also developed their own innovation ecosystems, exploiting a variety of natural resources to their advantage.

Some, like Lebanon and Guatemala, have grown from excellent educational systems; others, such as Puerto Rico and Singapore, have benefited from a strategic location and government

support. Israel’s tech sector has risen from its military intelligence, while Nigeria has captured its vibrant youth culture. And some places, like New Zealand, just think different.

And behind the rise to prominence of all of these global locations are Haas alumni taking their firsthand experience of the dynamic Bay Area and reproducing it elsewhere.

These alumni have not only gone beyond themselves to create social impact, they’ve spread prosperity and championed ingenuity around the world. Read their stories...

Startup Oasis

In less than a decade, the Speed Accelerator has transformed Beirut into a hotbed for high tech

SAMI ABOU SAAB ALWAYS PLANNED ON returning to his native Lebanon to help launch technology companies. So when the time came five years ago to leave a cushy job as a global product manager at Skype to take a chance on Lebanon’s burgeoning startup scene, he didn’t hesitate. “I wanted to be in the driver’s seat and make an impact whatever the risk—either I make it and it’s successful, or if I fail, at least I tried,” he says. He’s succeeded as CEO of Speed Accelerator, a Beirut-based startup accelerator that’s launched 42 companies that have collectively raised \$4.6 million in early stage capital.

Speed Accelerator has benefitted from two local initiatives: a private real estate company launching the Beirut Digital District, which subsidized rent for Speed’s facilities, and Lebanon’s Central Bank injecting some \$400 million (later \$650 million) into the country’s knowledge economy. The latter provided indirect (via venture capitalists) and direct funding for Speed Accelerator. In many ways, the

country is ripe for creative innovators—offering year-round perfect weather, a cosmopolitan lifestyle with great food and nightlife, and a record influx of some 2 million tourists each year. What sets it apart though, says Abou Saab, is its educational system. Beirut has 50 universities, including the American University of Beirut (arguably the best in the Middle East), where Abou Saab studied engineering.

Abou Saab’s accelerator capitalizes on that technical talent by giving companies a \$30,000 cash injection along with workshops on product development, marketing, sales, and team building in exchange for 5% equity. Thanks to its pitching practice, Speed’s startups have won all the major competitions in the region.

Among Speed’s successes are Synkers, a marketplace to connect students to tutors, which has cornered the market in Lebanon and expanded to the United Arab Emirates; and Neotic, a machine-learning algorithm to help investors plan their stock picks, which has beaten the market by 20% over the last two years. Recently, Speed announced a partnership with world-leading accelerator Techstars to further expand the reach of its companies and the presence of Lebanon on the entrepreneurial map.

For Abou Saab, it’s all a dream come true. “Here I am five years later,” he says, “still as excited as the first day.”



GUATEMALA

Juan Mini

MBA 99

Power of Place

A unique real estate hub helps spawn a Latin American Silicon Valley

THROUGHOUT HIS LIFE, JUAN MINI HAS vacillated between a career in technology and working in the family business, a third-generation real estate and civil engineering firm based in Guatemala City. Now, he’s found a way to do both—as founder of Campus Tecnológico, a physical hub for innovation in the heart of the city. Founded in 2009, the development has grown from one small building with 40 technology companies to three buildings with over 200, arguably the biggest tech hub in Latin America.

The campus builds off of Guatemala’s strength in software development, a strong educational system, business-friendly legal system, and proximity to the U.S. In addition to providing space, Mini also offers coding courses, networking events, and mentorship programs.

After earning engineering degrees at Cornell and Stanford, Mini designed Mac components at

Apple. “I fell in love with the whole Silicon Valley concept,” he says. He worked in biotech, then again at the family business, before entering Haas.

Mini then joined forces with Scott Kucirek, MBA 99, to found online real estate company ZipRealty, which grew to be the nation’s fifth-largest broker. After taking ZipRealty public in 2004, Mini grew homesick. At the time, the software industry was dispersed throughout Guatemala City. “One thing I learned in Silicon Valley is that to be successful in technology, everyone has to be together, and you have to have the ingredients to grow,” he says. Campus Tecnológico was born.

Among its success stories is BlueKite, a web-based platform for sending money between countries—crucial for many migrants working overseas. Acquired by Paypal, it now has 200 programmers. Another firm, Aerobots, creates drones for agribusiness in Central and South America.

Mini hopes to add two more buildings to the campus in the next decade. He’s also planning a satellite Campus Tec in Miami by year’s end, to serve as a bridge to U.S. and Mexican markets. After importing the Silicon Valley concept to Guatemala, he’s exporting it back.

EDITOR’S NOTE:
We were fortunate to wrap up the photography you see on these pages before our new reality of social distancing set in. This allowed us to show you the trailblazing endeavors of Haasies worldwide. The nature of work and personal interaction may have changed, but the hope that these alumni bring to their nations remains constant, reminding us how an idea can blossom and transform the world.

CONNECTIONS

Abou Saab was inspired by Haas’ Beyond Yourself energy. “Everyone embraces giving back and making a difference to make the world a better and more sustainable place,” he says.

The Takeaway

The ambitions of Speed Accelerator’s developers are far from regional. “No one is thinking, I just want to build something for Lebanon,” says Abou Saab. “From day one, they’re thinking global.”

The Takeaway

Mini developed Campus Tec via his family real estate company, and he persuaded the Guatemalan government to pass laws protecting entrepreneurs. In 2018, the country announced a \$1.1 million investment in the tech industry.

CONNECTIONS

Mini and classmate Scott Kucirek, MBA 99, co-founded ZipRealty, an early pioneer of online real estate, which grew to be the fifth-largest broker in the country and had 3,000 employees. They took it public in 2004.

Military Intelligence

Innovation from Israel's elite army units have made it a worldwide leader in entrepreneurship

HERE'S A SECRET TO THE SUCCESS OF Israel's startup sector, says venture capitalist Gonzalo Martínez de Azagra: mandatory military service. "I don't know what you were doing in your 20s, but I was definitely not leading a hundred people in life-or-death situations," says M. de Azagra, originally from Spain. "For them, becoming an entrepreneur doesn't seem risky."

Israeli startups often stem from the elite military units where the brightest are singled out for technical and leadership training, M. de Azagra says, with companies focusing on cybersecurity, artificial intelligence, and big data. Centered in Tel Aviv and the nearby suburb of Herzliya, the tech sector also benefits from the country's small size and tight-knit networks. "You are always within one level of the right person," he says. "It makes it very collaborative, and things happen fast." By all accounts, Israel leads the

world in venture capital investment per capita, at a rate about twice the amount of the U.S.

M. de Azagra first started investing in companies here as head of Samsung Ventures Israel in 2012. In five years, he completed more deals than any other VC, deploying \$120 million with a three times return on investment. In 2017, he co-launched his own \$60 million fund, Cardumen Capital, funded by several C-level executives and partnerships with banks and utility companies in Spain and Latin America, focusing on B2B companies with a unique technology advantage.

Several of his successful investments are in the realm of computer vision, an offshoot of artificial intelligence that M. de Azagra himself studied in engineering school. They include Corephotonics, which makes the multilens cameras for iPhones; PrimeSense, which makes the iPhone's front-facing selfie cameras; and Replay, which reconstructs 3D images from cameras around sports stadiums.

"We're looking for companies with a distinct advantage in technology, rather than just an innovative business model, which might be more typical in the U.S. or Europe," M. de Azagra says. "From day one, they are thinking about competing on a global scale."

ISRAEL

Gonzalo
Martínez de
Azagra

MBA 10



PHOTO: CORINNA KERN

CONNECTIONS

"Without Haas, I would not have been exposed to Samsung and Samsung Ventures, which opened a door into the VC industry," says M. de Azagra. "At Samsung, Haas was well represented, and this eased my rise."

The Takeaway

M. de Azagra harnesses the technological innovation coming out of the military intelligence sector. "Entrepreneurs in Israel are thinking more business to business rather than business to consumer," he says.

18

Berkeley HAAS



PUERTO RICO

Jennifer
Hopp

MBA 08

Rapid Recovery

Puerto Rico is bouncing back with a passionate startup culture, bridging the U.S. and Latin America

VENTURE CAPITALIST JENNIFER HOPP knew almost nothing about Puerto Rico five years ago. Invited to the island territory to serve as a mentor at startup accelerator Parallel 18, she fell for the people. Even the devastation wrought by Hurricane Maria in 2017 couldn't deter her from moving there.

In the hurricane's wake, a vibrant entrepreneurial sector has grown in San Juan, remaking the capital city. Dozens of accelerators and co-working spaces have opened. What's lacking, however, is capital. So Hopp started ATO Ventures, a firm focusing on pre-revenue investments, mitigating risk by helping companies with market discovery and validation before launch.

In Puerto Rico, Hopp has found driven and passionate entrepreneurs without the attitude of Silicon Valley. "Capital is harder to come by here, so there is more focus on profitability," she says. Add in zero capital gains taxes, extremely low corporate taxes,

PHOTOS: FROM LEFT, ANGEL VALENTIN; LAURYN ISHAK

The Takeaway

To help Puerto Rico recover from the recent earthquake, Hopp urges investment in local companies rather than just donating to recovery efforts. "This will have a longer-lasting impact," she says.

cheaper labor, and a lower cost of living than the U.S., and Puerto Rico has become an important bridge between Latin America and North America. "It's a bilingual, bicultural community," she says. "Things flow easily back and forth."

Hopp started her fund with \$3 million (and climbing), aiming to make investments of \$250,000 and attract follow-on funding. ATO's first venture is iSono Health, a portable device for early breast cancer detection. Hopp has high hopes for Puerto Rico. "It will become one of the greatest global innovation hubs of our time," she says.

Gateway to Asia

When it comes to developing innovative businesses, Singapore is a springboard to opportunity

WHEN PIN CHIN KWOK AND STEFAN Jacob met at Haas, they had come from different career paths—her from banking, him from consulting—but they had a common goal: to create social impact through business.

It was no accident that after graduation they ended up in Kwok's native Singapore. The island city-state has emerged as the central



SINGAPORE

Stefan
Jacob

MBA 10

SINGAPORE

Pin Chin
Kwok

MBA 09

The Takeaway

"Singapore is a bridge to Asia," says Kwok. "It's where the funding is, it's English-speaking, and the government is actively involved in co-funding."

19

SPRING 2020

hub for business innovation and technology in Asia, sandwiched between the major markets of India, China, and Indonesia and boasting a business-friendly atmosphere welcoming to foreigners and venture capitalists. “Singapore is ahead of the game with the best infrastructure and the greatest concentration of talent,” says Jacob. “It’s always trying to reinvent itself.”

When the couple first arrived, they created a social enterprise called BOPHub—an acronym for “base of the pyramid.” The organization helps small social startups that are providing access to resources such as clean water, off-grid energy, and cook stoves for impoverished communities find funding and scale operations. “The concept of social enterprise was nonexistent in Singapore when we got here,” Jacob says. The organization still exists, now occupying a 65,000-square-foot space in the city, though Kwok and Jacob have moved on to other forms of impact, staying at the forefront of Singapore’s entrepreneurial evolution.

The government has poured money into creating hubs for biotech and other industries, and more recently launched regulatory sandboxes in health tech, insurance tech, and fintech to spur innovation.

Jacob worked for Coca-Cola’s innovation program, eventually spinning out a startup called Savasti, an app to help mom-and-pop retailers in Asia with last-mile distribution and ordering. He now works for Liberty Mutual, heading up Solaria Labs to focus on innovating customer engagement in insurance.

Kwok, meanwhile, worked on healthcare innovation with Medtronic and LumenLab before leading business in Asia for the Silicon Valley startup Savonix, which is producing a new platform for the early screening of dementia. She’s been working with private insurance organizations, brain health companies, and governments to integrate the screening platform in Asia. “We know we have the power to change the course of this disease,” Kwok says.

Natural Wonder

Geographic remoteness allows for cutting-edge thinking in New Zealand



NEW ZEALAND

Simon Wakeman

PhD 07

NEW ZEALAND’S ISOLATED LOCATION makes it ripe for idea generation, says Simon Wakeman, an advisor to the New Zealand Government on innovation policy at the country’s Ministry for Business, Innovation, and Employment. “Although it’s a problem being a long way from markets, it’s actually quite a good place to do cutting-edge technology development,” he says. “People come up with unique ways of doing things.”

Flying-car company Wisk, for example, is testing electric “air taxis” that will hover 10 meters above the ground. The company has signed a Memorandum of Understanding with the New Zealand government, attracted by the Civil Aviation Authority’s relatively friendly attitude toward unmanned aerial vehicles. “Having a single level of government makes it much more flexible in getting laws changed to make new industries work,” explains Wakeman, a native Kiwi.

Technology is the third-largest industry in the country, with startups focusing on everything from cryptocurrency to bionic devices to autonomous harvesting equipment. Wakeman, building on his doctoral work focused on commercializing biotech research in the pharmaceutical sector, has been involved in strengthening relationships between universities and industry, including a new technology incubator program to enable more rapid commercialization of innovative research. “It’s all about getting research institutions and the startup community to speak better to each other,” he says.

PHOTO: DANIEL MAHON

↑ CONNECTIONS

Wakeman lives in Wellington with his wife, Rachel Fleet, MBA 04 (shown). Fleet works with New Zealand’s housing ministry, tackling the country’s housing crisis through innovative public-private partnerships.



NIGERIA

Joshua Ahazie

BS 18

Getting in Tune

Tapping into a vibrant metropolis to improve educational opportunities

GROWING UP IN LAGOS, NIGERIA, Joshua Ahazie was singing and playing jazz piano from a young age and has always been obsessed with music. An early business venture sold online rare African vinyl from legendary record shop Lagos Jazzhole. A song from one of those records inspired the name for his social enterprise, ATIDE, which means “We Are Here” in Yoruba.

Launched in April 2018, ATIDE started as an e-commerce platform for Nigerian artists and entrepreneurs to sell their work internationally. So far, Ahazie has signed a photographer, fashion designer, and several streetwear artists. The company donates 25% of each sale to their social impact fund which has helped three local schools with new books, furniture, and renovations, impacting 1,100 children in Lagos.

Ahazie developed his business model at Haas,

where every class became fodder for practical learning. “From leadership to accounting to economics, everything I learned I use on a day-to-day basis,” he says. He now shares what he’s learned with another wing of the company, atideSTUDIOS, a marketing agency started last summer specializing in strategy development, design, and video production for companies in Lagos’ burgeoning startup scene. So far, the company has worked with seven clients across the music, entertainment, tech, and restaurant industries, with profits supporting his other endeavors.

With its bustling cultural scene and entrepreneurial spirit, Lagos has become the largest startup ecosystem in Africa. A profusion of fintech and other tech companies have clustered there and in nearby Yaba, known alternately as Yabacon Valley or Silicon Lagoon. Ahazie attributes that growth to a “youth bulge,” with nearly half the country’s population under age 15, together with the lack of employment in traditional industries. “Everyone has a side hustle; they go to work then work on their small business,” Ahazie says. “Our people are showing a variety of ways to thrive in today’s fast-changing world.” HAAS

PHOTO: ANDREW ESTEBO

↑ CONNECTIONS

“Berkeley Haas was the perfect incubator to get feedback from my peers,” says Ahazie. “The support of Haas always came through.”

↑ The Takeaway

Lagos’ creative energy in music, design, and tech fuels Ahazie. “There’s an incredible drive led by young people,” he says. “I want ATIDE to be a part of that growth.”

PHOTOS BY VANCE JACOBS

LIVING THE DREAM_

Matthew Wangeman, BS 92, wants to
change how you think about disability

BY ANDREW FAUGHT



ONCE A SEMESTER,

MATTHEW WANGEMAN INVITES STUDENTS AT NORTHERN ARIZONA UNIVERSITY (NAU), WHERE HE TEACHES, TO ASK HIM ANYTHING ABOUT HIS LIFE. ANYTHING AT ALL.

Wangeman is a father, lecturer, sports lover, and disability advocate with multiple degrees from UC Berkeley. He also happens to have cerebral palsy, a motor condition caused by a lack of oxygen to the brain during birth. He uses a wheelchair and is unable to speak, instead communicating via computer or by tapping letters and words with a stylus attached to a bicycle helmet.

He calls the campus event “A Conversation About Disability: Everything You Always Wanted to Know But Were Afraid to Ask.” Wangeman relies on his rapier wit to put his audience at ease. “I like to say I am a sit-down comic,” he says. Like telling the crowd how he had speech therapy for 10 years: “Look at me talk!”

He begins the event by showing a 6-minute documentary of his life, *My Dad Matthew*. The award-winning film, which has been shown at 17 festivals, is narrated by his voluble and precocious son, Elijah, who wondered, when he was seven, when he would be getting his own wheelchair to match his dad’s. Invariably, someone asks Wangeman how he was able to father the now 17-year-old Elijah.

“My answer to that question is, it happened the old-fashioned way,” says Wangeman, who met Elijah’s mother at a street fair in Berkeley. “Luckily, everything works down there. I think disability scares people to their core due to the fact that we, as humans, think we are perfect and are the dominant species on this planet.”

To help change attitudes about those with disabilities, Wangeman co-created a disability studies

minor at his Flagstaff campus in 2010. It’s one of NAU’s most popular minors, with around 135 students currently enrolled in coursework. Nationwide, there are no more than 15 such minors, says Wangeman; Berkeley is among the universities with a program.

“Students in our disability studies minor learn that disability is just a natural part of life and is not a tragedy,” says Wangeman, who co-teaches two courses. “It’s how people think about disabilities that is the tragedy. I want my students to become advocates for people with disabilities, and I see my job as making that happen.”

Student Micaela Muehlich says Wangeman’s openness and uplifting demeanor allow the class to feel comfortable confronting their own misconceptions about disability. “Everything that he has to say, it’s never negative,” she says. “It’s always, ‘learn from this; this is what makes life so great.’ But then also he has that component of ‘Look, we are discriminated against. We are stigmatized. This is what you all need to learn about, and this is what’s going to make our country so great.’”

Wangeman’s advocacy is influenced in part by a 2006 Arizona survey in which respondents with disabilities were asked to name the barriers that they and their families face on a daily basis. The number one obstacle? Attitudes that the public holds toward those with disabilities.

Take, for example, the commonly used phrase wheelchair bound. “This thinking is a form of ableism that says walking is much better than using a wheelchair,” says Wangeman. “If I didn’t have a wheelchair I would literally be confined to my bed. I think most people without a disability could never fully grasp how truly liberating wheelchairs are for people who rely on them. There are many ways to move within the world. Who’s to say what is best?”

Instead, says Wangeman, we should celebrate how people with disabilities can adapt to a world that values able-bodiedness and question why it should be rare for them to have the same opportunities in life as other people. “It’s my job to help people overcome how they think about disability and to see the intrinsic value of all people,” says Wangeman.

For some aspects of life, that’s still a tall order. Despite Wangeman’s Berkeley pedigree—he has a bachelor’s in business, a master’s in city planning, and completed some PhD coursework in public

CONTINUED ON PAGE 29>





“Disability is just a natural part of life and is not a tragedy. It’s how people think about disabilities that is the tragedy.”

“Even though I have never had the opportunity to start a business or earn that much money in my life, being in Berkeley’s business school as an undergraduate taught me to always approach opportunities in life with tenacity and grit,” Wangeman says. To keep his much needed services, like mostly 24-hour care, Wangeman can’t make more than \$13,000 a year. He also can’t marry or own property.



Wangeman’s son, Elijah (right), is 17 and dreams of creating a quantum computer to ensure cybersecurity. Wangeman and Elijah’s mother are no longer together. To communicate face-to-face, Wangeman taps letters and words arranged in a grid (above) with a stylus attached to a bicycle helmet. He also uses the stylus for computer work. Outside of class, Wangeman is a passionate sports fan, following the Yankees, Islanders, and Steelers.



The Takeaway

Wangeman and other disability advocates reject the idea of overcoming a disability because the word “overcome” implies that disability is a bad or negative thing. To Wangeman, disability just means different or atypical.

People with disabilities constitute the nation’s and the world’s largest minority group—one any of us can become a member of at any time._

In his disability studies classes, Wangeman teaches students about discrimination, disability law, and the disability rights movement that happened alongside other movements, like civil rights, but that’s rarely if ever discussed.



health—he only makes about \$13,000 a year. The irony is that if he made more, he’d lose much-needed services, like his mostly 24-hour care. Financially, he can never marry or own his own house (it’s in his brother’s name). “Some laws are slowly changing for the better,” Wangeman says. “But for the most part, people with significant disabilities who need services to live independently are not really allowed to make that much money or even have savings. It’s a messed-up system.” Wangeman, though, has been more fortunate than most. Even getting to college, a success he attributes to his stubbornness, is a rarity for many with considerable challenges. During Wangeman’s student years, Berkeley had a unique program for those with significant disabilities, providing him

round-the-clock aides. The program has since been eliminated and no other program like it exists in the country. It’s a shame since Berkeley has been a catalyst to his dream job, a son he adores, and a platform for changing the lives of hundreds of students. “I have lived a pretty remarkable life for someone with significant disabilities,” says Wangeman. “When people ask how I overcame my disability, I usually reply that I absolutely have not overcome my disability because my disability is just a part of who I am.” Another part of who he is? A proud Berkeley alumnus. “Every time I go into a classroom to teach, I bring my Berkeley experience with me and try to change the world.” HAAS

“Most people tend to pity those with disabilities and that’s wrong,” says Wangeman. “People with disabilities are mostly happy and they just want the same opportunities in life as everyone. I’m not saying there aren’t challenges that people with disabilities face, but those challenges come from a society that’s not very open to people who are different, not the people with disabilities.”

*Haas and Berkeley alumni are
at the forefront of the fight
against Lyme Disease* BY JENEÉ DARDEN

Detangling the Mystery

SOON AFTER EARNING HER MBA FROM HAAS IN 1997, WENDY Adams fell ill. It started with relentless joint pain and fatigue. “I couldn’t walk my dog without being exhausted and on the couch for the rest of the day,” Adams says. Her doctor treated her for Hashimoto’s disease, an autoimmune disorder that runs in Adams’ family and can be treated with medication.

But the medicine didn’t work. Her symptoms worsened—and spread to her brain.

“I was having problems finding words,” Adams says. “I couldn’t remember the name of somebody I knew very well. People would say ‘Where do you want to go for dinner?’ and I’d have them repeat it four or five times before I got the gist of what they said.”

Adams saw other doctors, but none could pinpoint her ailment. The rub was that Adams led business development for biotech companies seeking treatments for serious conditions, yet no one could offer insight. She suffered for years until Adams’ fertility doctor, who herself had Lyme disease, finally solved the mystery and properly diagnosed Adams with Lyme, a disease spread via tick bites, in 2004.

According to the Centers for Disease Control and Prevention, some 300,000 people are diagnosed each year with Lyme disease—nearly 9% more

The Takeaway

Depending on life stage, ticks can range in size from a poppy to a sesame seed. You may not notice it or feel a bite. Still, after time spent in woodlands, grassy areas, or other tick habitats, check your body, clothes, gear, and pets for ticks.



“Without a good diagnostic, you can’t treat early enough to prevent chronic illness in some patients.”

—WENDY ADAMS, MBA 97

than are diagnosed with invasive breast cancer. If found early, Lyme disease is usually treatable and curable. Left unchecked, it can spread to and affect any part of the body: the brain and nervous system, heart and circulation, digestion, reproductive system, skin, and muscles and joints. Once chronic, Lyme proves difficult to treat, seriously debilitating patients and lowering quality of life. As Adams found out, she was not alone suffering through years of misdiagnoses, and she vowed to help find a better way to diagnose Lyme. “Having a disease and getting the wrong answers time after time is enraging and then motivating,” she says. What she discovered was a serious dearth of federal funding for Lyme disease research. The National Institutes of Health spend 20% more to study West Nile virus than they do Lyme disease, even though the number of people diagnosed each year with Lyme disease is 113 times greater than those diagnosed with West Nile virus, a mosquito-borne disease. Undeterred, Adams has turned her motivation into action, collaborating with other Berkeley alumni along the way to change the narrative of Lyme disease—one that promises new treatments and research pathways toward a cure.

LYME BASICS

Named after the Connecticut town where the disease showed up on scientists’ radars back in 1975, Lyme disease is usually transmitted to humans by a young deer tick (in California the culprits are western blacklegged ticks) infected with the bacterium *Borrelia burgdorferi*, which ticks typically get from rodents but also from birds and small mammals. The tick then bites humans (often when they’re standing in a wooded or grassy area), releasing the bacterium into the bloodstream. Lyme actually started in three locations in the 1970s: Connecticut, Minnesota, and Northern California, says Dr. John Aucott, BA 80 (molecular biology), who directs the Johns Hopkins Lyme Disease Clinical Research Center. “Over time, those three original hotspots have been expanding as the ecology changes.” Now, Lyme disease has been reported in all states and 65 countries. Once Lyme disease is in your blood, a correct diagnosis becomes tricky as the symptoms of Lyme can mimic other medical conditions (chronic fatigue syndrome, fibromyalgia, and multiple sclerosis are some examples). While many associate Lyme disease with a bull’s-eye-shaped rash at the bite site, only some patients present with that. And the tests for Lyme are not exact. The reason, says Aucott, is that Lyme’s bacterium in effect

hides in the body, popping up then disappearing randomly, making it harder to detect. “You can’t culture it like you can regular bacteria,” Aucott says. “We never know for sure that the bacterium is there and when it’s gone.” Being able to effectively diagnose Lyme, says Adams, is the linchpin to curing the disease. “Without a good diagnostic, you can’t treat early enough to prevent chronic illness in some patients,” she says.

BANKING ON A CURE

After she was properly diagnosed, Adams spent several years experimenting with various medications, finally landing on a blend of pharmaceutical drugs, antibiotics, and medicinal herbs. She’s been symptom-free for eight years. During her recovery, she sought out others affected by Lyme and found five women who eventually launched the Bay Area Lyme Foundation (BAL) to make Lyme disease easy to diagnose and simple to cure. Adams joined them. “My experience in drug development and health care rounded out the expertise of the group, most of whom came from tech,” says Adams, who spent 20 years in biotech and worked on four FDA-approved products. BAL funds research to find more effective treatments and diagnostics. Adams is the research grant director. “Chief among my duties is to find new promising research avenues in other disease areas and bring them to Lyme disease,” she says. She’s also a skilled fundraiser and expert at forging partnerships to help Lyme patients everywhere. She connected with Aucott, for example, to serve on BAL’s scientific advisory board and BAL, in turn, helped fund Aucott’s research biobank. Aucott is part of a landmark nationwide study examining the impact of Lyme disease on long-term health outcomes. He established a biobank at Johns Hopkins 15 years ago to collect blood samples from patients over a two-year span and track the infection before and after treatment. Aucott then provided invaluable counsel when BAL was creating its own biobank of blood, urine, and tissue samples from Lyme disease patients to provide to researchers seeking medical breakthroughs for Lyme and other tick-borne ailments. The result—the Lyme Disease Biobank Foundation, which Adams co-founded—is one of only three active biobanks in the country. “We work synergistically with John’s biobank,” Adams explains. “John has well-defined patients and he follows them over time. Our samples come from

PHOTOS: COURTESY @ UTHSC LAB, FUNDED BY BAY AREA LYME FOUNDATION



Lyme infections are on the rise, but so is funding—albeit slowly. Late last year, Congress passed a spending bill that included the Kay Hagan Tick Act that will provide \$150 million to fight tick diseases.

different geographic regions and are more of a snapshot. Both collections facilitate research for better diagnostics.” Having a biobank increases research interest, say Adams. More than 900 samples are currently available to dozens of active research projects that investigate, for example, different strains of bacteria causing Lyme.

CAL COLLABORATIONS

As Adams works to make BAL a leader in the fight against Lyme disease, she’s been fortunate that top Lyme experts, like Aucott, are themselves Berkeley alumni, offering powerful collaborations. Dr. Charles Chiu, BS 93 (electrical engineering and computer science), is a professor at UCSF in its Division of Infectious Diseases and director of the UCSF-Abbott Viral Diagnostics and Discovery Center. Chiu, a member of BAL’s scientific advisory board, is using samples from the Lyme Disease Biobank to find a reliable way to diagnose Lyme and other tick-borne infections and to understand who will recover with treatment or not and why. He’s discovered, for example, differences in the way RNA is copied in Lyme patients.

Prof. Emeritus Robert Lane, BA 66 (psychology), PhD 74 (entomology), who taught medical entomology at Berkeley from 1984 to 2010, was the first West Coast expert on ticks and has served on BAL’s scientific advisory board. Before BAL was formed, Adams reached out to Lane with questions about Lyme. Lane, along with other UC Berkeley researchers, discovered various wildlife that can transmit the *Borrelia burgdorferi* bacterium to ticks. He also discovered that when infected nymphal ticks feed on western fence lizards, the nymphs are cleansed of their Lyme disease bacterial burdens by immune factors in lizard blood. The finding may help target treatments. Collaborating across disciplines to find solutions to improve patients’ lives is precisely why Berkeley Haas initiated a Biology + Business dual major program with the Department of Molecular & Cell Biology last year. The program is training students to merge scientific inquiry with commercialization—like using a nonprofit funding model (BAL) to accelerate scientific advances. “The Cal background taught us that a diversity of opinion is helpful but that we all have to row in the same direction to help patients with tick-borne diseases,” says Adams. **HAAS**

32

CONNECTIONS

Wendy Adams, MBA 97, co-started the Entrepreneurship in Biotech class while at Haas and later co-taught the course for three years.

Berkeley HAAS

The Takeaway

Most Eastern U.S. ticks live within nine feet of a lawn’s edge—especially near woods, stone walls, or ornamental plantings. In N. Calif., ticks are often found in woody debris (e.g., logs) or leaf-litter in dense woodlands.

The Takeaway

Lyme research is at a turning point, says John Aucott, BA 80. “I think there will be new diagnostic tests available in a few years,” he says. “Then people will be able to do treatment studies and new treatments will follow after that.”

The Takeaway

Think you can’t contract Lyme disease in California? You’re not alone—but you’re wrong. Lyme disease has been reported in all states and 65 countries.

33

SPRING 2020

Golden Grads Luncheon: Robert “Nick” Bowles, BS 58; Barry Silberman, MBA 69; and Barbara “Bobbi” Silberman. Laureen Chang, MBA 75, and Marciana Chang, BS 48. **Meet the Dean event Shanghai:** Nan Duan, MBA 11, and Albert Wu, MBA 13.

L.A. Chapter entrepreneurship masterclass: Venture Capitalist Peter Loukianoff, MBA 98. Rochelle Webb, EMBA 14, L.A. Chapter board member and clinical assistant professor of entrepreneurship and marketing, Loyola Marymount University. **Meet the Dean event Singapore:** Robert Tang, MBA 03, and Dean Ann Harrison.

Welcome event: London Alumni Chapter Co-President Paul Callaghan, MBA 81, with Berkeley Haas Global Management Program freshmen. **Meet the Dean event Hong Kong:** Emilie Deng, MBA 13, and Chris Lee, MBA 95.

BCEMBA 06 mini-reunion: Sid Sahoo, Braden Robison, David Engelbrecht, Shane Rogers, Rudy Lim, and Mani Ramasubramani, BCEMBA 06s.



BERKELEY PHOTOS: JIM BLOCK, MANALI ANNE PHOTOGRAPHY. SHANGHAI PHOTOS: WESLEY PHOTOGRAPHY. LOS ANGELES PHOTOS: ROBERT MACAISA. SINGAPORE PHOTO: CLOUD BOOTH PHOTOGRAPHY, SEAN KOH. HONG KONG PHOTO: ERIC CHEUNG. SAN FRANCISCO PHOTOS: BRITTANY HOSEA-SMALL.

SHARE

THE HAAS COMMUNITY PAGES

36	ALUMNI NEWS
38	PROFILE: Laura Hertz, BS 13
43	PROFILE: Laura Clayton McDonnell, MBA/JD 85
47	PROFILE: Jenny Woo, MBA 09
48	PROFILE: Brian Ross, MBA 15
51	PROFILE: Sebastien Tron, MBA 15
53	IN MEMORIAM
54	HAAS PERKS
56	ROAD TO SUCCESS

Dean's Speaker Series—Sports Business Panel: Ronnie Lott, former San Francisco 49ers player; Jeanie Buss, CEO & governor, Los Angeles Lakers; Steve Kerr, coach, Golden State Warriors; and Dave Kaval, president, Oakland Athletics, at the 2nd annual Chris Boskin Deans' Speaker Series in Business and Journalism.

Haas Gala: Leading Through Innovation Award winner Paul Rice, MBA 96; Lifetime Achievement Award winner Constance Moore, MBA 80; Raymond E. Miles Alumni Service Award winner Tony Chan, BS 74; and Dean Ann Harrison. Gail Maderis, BS 78, and Adetutu Sadiq, BS 20, a student in Haas' Management, Entrepreneurship, & Technology program.

ALUMNI NEWS

The Big Question:

What do you anticipate being the next big thing or trend in your industry and why?

UNDERGRADUATE

1966

Peyton (Tim) Carr writes, “As one of 12 in special quantitative program, wonder what results were. I know I enjoyed it, having transferred from engineering. AFROTC helped to decide my USAF/ American Airlines flying career, but always felt my BS and UCLA MBA provided a nice background. “Retired in 2004; now living the good life in gated community in Hilton Head, S.C., area last five years after 20 years in N.H. One daughter in SoCal (sales/marketing for Auberge Resorts in Cabo) and other in

Bethesda, Md., (kindergarten teacher).”



Nick Lymberis, of Livermore, Calif., updates, “I am currently retired, although I do help my wife and business partner with ‘advice’ when asked. I spend time reading about the real estate industry to see the direction it is headed and to allow me to assist new agents in their endeavors to

succeed. Planning a trip to Greece this spring.”

1967



Coulter Stewart, of Reno, Nev., notes, “Sold my publishing business and family RE Partnership in 2003. Travel, volunteer, write, and lecture since. I now do a lot of environmental, resource, and political issues research and information dissemination. We also support the Grad School of Journalism as Benjamin Ide Wheeler Society Members. Two grown daughters: one grad in econ from UC Davis and one from UC Irvine in L&S. Four grandkids—two girls, two boys. Left S. Calif. three and a half years ago with COPD to find clean air and a secure water supply.”

1969

Amram Knishinsky See MBA 70.

1970

50th Reunion
OCTOBER 16–18, 2020

1975

David S. Walker, of Belvedere, Calif., writes, “With five companies formed over 44 years, I have sold my last one, Allied Administrators. Still active on several boards. The education I received in business school at Berkeley has always served me well.”

1978

Richard Hennum informs, “I have just moved to Sacramento, as both of my grown sons have settled there after graduating. I’m currently working as a business sales consultant, looking



for a permanent position. I’d be interested in any computer/software technical sales position. Find me on LinkedIn. “As a former Cal rugby player, I have coached high school in the Bay Area for many years. I intend to continue coaching high school rugby in Sacramento.”

1983



Mitch Rosenberg, the CEO of Thousand Oaks, Calif.-based MDR Insurance and Financial Services, made the *Pacific Coast Business Times* “Who’s Who in Health Care, Insurance Services, and Biomedicine” list for 2019, marking him as one of the top insurance and financial agents in the region that includes Ventura, Santa Barbara, and San Luis Obispo counties. Away from work, Rosenberg is a community leader and founding member of Haas’ Los Angeles alumni chapter.

1986



Scott Hammon, of Sacramento, Calif., updates, “I recently assumed a new role as leader of MGO’s National Cannabis and Hemp

Practice. MGO is the leading public accounting and consulting firm serving the industry and has built a platform of services to support it, including dedicated investment banking, transactional services, technology, and real estate advisory groups. I’m excited about the opportunity to support MGO’s continued expansion with our new Chicago and South Florida offices joining our existing network in California, New York, and India. Our platform, including our traditional services of audit, tax, advisory, and accounting, has helped cannabis, hemp, and CBD companies grow responsibly and sustainably while navigating complex local, state, and federal laws and regulations.”

1989



Timothy Wong, of Sacramento, Calif., writes, “Finished 12 years in Monterey at Trinity Christian High School. Served several months at SF City Impact as director of academic development in the Tenderloin District of SF. Starting head of

school position at Capital Christian School in Sacramento. Celebrated 25 years of marriage in New Zealand and Australia with wife, Lynne.”

1990



Gary Hornbeek, of Palo Alto, Calif., was promoted in October to CFO at Quicken Inc. Shown: Hornbeek with wife, Susie.



Timothy Yee, of Alameda, Calif., the co-founder and president of Green Retirement, announces that his company’s co-founder and CEO, Rose Yee, was honored as a 2020 World-Changing Woman in Conscious Business.

1992

Dwight Harris, of Phillipsburg, N.J.,



announces, “I have been named CEO of RPA Consultants, after leading Citi’s (Citibank, Manhattan, N.Y.) RPA efforts. RPA Consultants (RpaConsultants.com) is a boutique consultancy focused solely on delivering robotic process automation (RPA) solutions that decrease costs, eliminate operations risk, and in some cases increase revenues, thus conferring significant competitive advantages.”

1994



Patty (Celia) Juarez, of Ladera Ranch, Calif., writes, “This year marks my 25th anniversary with Wells Fargo! I was recruited into the analyst program and started there Jan. 1995, right after my Dec. 1994 graduation from Haas. I also just became the

enterprise-wide president of the Hispanic employee resource group, representing 47,000 Latinos across the country at Wells. Latinos make up the largest minority group at our wonderful company. I am humbled and honored to lead this important group.”

1995

25th Reunion
OCTOBER 16–18, 2020

John Harkavy, of Chico, Calif., was named CFO for Lundberg Family Farms in September.

2001

Will Edmonson, of West Hollywood, Calif., notes, “I continue to practice law, primarily handling litigation matters for individuals and small and mid-sized businesses. Before starting my own firm, I was a partner at Doll, Amir & Eley LLP and an associate at Gibson, Dunn & Crutcher LLP. I offer big law firm experience and talent at affordable rates. Contact me at 424-248-9581 or will@whelawfirm.com if I can help with anything.”

2004



Lisa Chang, of San Jose, Calif., and **Chris Lim** married on September 8, 2019, at the UC Berkeley Faculty Club.

2005

Amy Chou See MBA 16.

Jen Loo See entry for **Luke Johnson**, EMBA 14.

2008

Alison Sanders, of New York City, updates,

The Answer:
“A mechanism to instantly fact check, clarify, and countermand false and misleading information in public and political discourse as well as social media will come into being.”

—COULTER STEWART, BS 67
RETIRED PUBLISHER



BEYOND
YOURSELF

LAURA
HERTZ

BS 13

Founder and
CEO, Gifts
for Good
Los Angeles

BY ROCHELLE
SPENCER

As a social entrepreneur, Laura Hertz takes measuring impact seriously. Her company, Gifts for Good, aims to transform the \$90 billion corporate swag industry into a life-changing force, and she can tell you just how much employment pouring candles, for example, creates for women refugees.

“Every gift comes with a story and you’re able to read the meaning behind the gift and how it’s helping to change someone’s life,” Hertz says. Purchases of clothing, food, wireless speakers, and more fund over 40 different nonprofits in 19 states and 65 countries with causes ranging from alleviating poverty to helping the environment.

It’s Hertz’s attention to detail—and her innate sense of empathy—that help her succeed as a social entrepreneur. She postponed college for two years to volunteer with AmeriCorps National Civilian Community Corps, an experience that informs her work today. And she and her employees spend time on the ground with the nonprofits they partner with. “You need to know what it’s like to be in the shoes of the people whom you’re trying to help and work with,” she says.

Hertz started Gifts for Good after earning her MBA at USC in 2016, and she now works with scores of corporations, including Capital One, Google, and Warner Brothers, to change the way they interact with the world. Recently, she was named to *Forbes*’ 2020 list of the top 30 Under 30 social entrepreneurs. What’s her secret? “Being community-driven,” says Hertz. “And having self-confidence and efficacy.”

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

↑ CONNECTIONS

Hertz credits Lecturer John Danner’s class, Entrepreneurship To Address Global Poverty, as a pivotal career inspiration. “He taught how to uplift people out of poverty in a way that’s empowering to them and helps provide jobs,” she says.

↑ The Takeaway

Hertz says companies should consider gifting throughout the year, not just for the holidays, as a way to stand out from competitors. Gifts at unexpected times, say February or summer, “cut through the holiday gifting noise and show a company acted with purpose and compassion,” Hertz says.

PHOTO: COURTESY OF LAURA HERTZ

UNDERGRADUATES
CONTINUED



2011

Zarah Birdie See entry for **Amy Chou**, MBA 16.

Aron Schindler, of Bangkok, announces, “I’ve accepted an offer as managing director, Thailand, for Poladrone, a drone-based enterprise services company covering Southeast Asia. Poladrone is a team of drone specialists, data scientists, and application experts with the vision to help our clients incorporate drone solutions into their daily workflow as part of the Industry 4.0 revolution.”

2013



Talia Caldwell reports, “*Franchise Magazine*, a boutique basketball publication, featured me in a full spread. *Franchise* put together a huge rollout at the trendy Undefeated store on La Brea Avenue in the heart of Mid-City. Seeing my face on the wall and watching my mother beam with pride was an experience I’ll never forget.

2009

Richard Zen, of Hong Kong, writes, “Moving beyond traditional real estate investing now. I am learning about all things datacenter!”

“In May 2019, we welcomed our baby daughter Ilene into the world. Our ‘little bear’ will soon be walking around in no time.”

2010

10th Reunion
OCTOBER 16–18, 2020

Sara (Yamamoto) Yamase See MBA 17.

The Answer:

“Artificial Intelligence as a Service. As AI technology and usage expands, AIaaS will allow companies to utilize AI applications without prohibitive investment of resources.”

—RICHARD HENNUM, BS 78
BUSINESS DEVELOPMENT MANAGER, AHS INC.

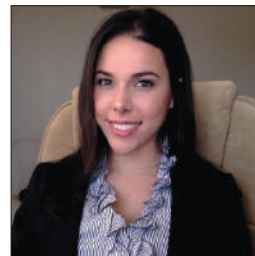
“In September 2018, I left for Novosibirsk, Russia (Siberia). This was a pivotal moment for my basketball career, as Russia is consistently the most talented league. I led the entire league in rebounds and earned a stint with the WNBA’s New York Liberty.

“In a New York pre-season game, five Cal Bears competed on the court. Brittany Boyd and Reshanda Gray, along with myself, suited up for the Liberty to play my best friend Layshia Clarendon and this year’s draft pick Kristine Anigwe of the Connecticut Sun. All while Cal women’s basketball head coach Charmin Smith was the assistant coach for New York. It was a joy to experience a once-in-a-lifetime dream with my Cal family.

“While in Russia, I continued to write for my website Five Fifths Culture (fivefifthsculture.com) and got a lot of attention for it. I realized I want to be a TV scriptwriter and enrolled in UCLA’s Extension Beginning Writing for the Half-Hour Series to make this latest passion of mine come to fruition. I also worked production assistant jobs.

“I’ve finished a two-month assignment as interim assistant director of African American Student Development at the Fannie Lou Hamer Black Resource Center

here at UC Berkeley. My current intention is to head back overseas.”



Elizabeth Julia Ensler, of Berkeley, Calif., notes, “I transitioned out of traditional tech and began the process of becoming a physician assistant (PA). I’ve always loved medicine, and now I can combine my passion for tech and medicine to help innovate medical companies in the long run.”

2014

Eko Devices, a smart stethoscope company co-founded by **Jason Bellet**, raised \$20 million in venture capital in September and has secured FDA clearance for AI algorithms designed to improve screening for two common heart conditions.

Clement Kao, of San Francisco, announces, “I’m currently a product manager at Blend, a fintech startup digitizing the consumer lending ecosystem. We just raised our Series E round, and we’re actively hiring! Check out blend.com/careers for all of our openings.

“I also published a book this year on breaking into product management! Check it out at amazon.com/dp/B083F72JR9.”

2017

Matthew Ko, of San Francisco, updates, “After spending nearly two years as a management consultant at Ernst & Young, I recently left to start my own digital health company, DeepScribe. In September, we closed a \$2M seed financing round with participation from Bee Partners, 1984,

UNDERGRADUATES
CONTINUED



Tsingyuan Ventures, Berkeley SkyDeck, Plug and Play Ventures, Supernode, Wave-maker360, and the Sequoia Scout Fund. DeepScribe is an artificially intelligent medical scribe that is able to produce comprehensive clinical documentation simply by listening to the natural conversation between patient and health care provider.

“The idea of DeepScribe was inspired by my experience as the care coordinator for my mother when she had breast cancer. I grew upset with the lack of empathy that my mother’s oncologist provided to my family. This distaste largely stemmed from the sheer amount of time our oncologist spent typing away at her computer screen instead of looking at my family to provide the reassurance we needed to know that our mother was going to be okay.

“After sharing my experience with and learning from over 80+ doctors, I learned that my mother’s oncologist was in fact not a bad

doctor but simply one of many clinicians who suffer from the burden of documentation. Today, clinicians spend nearly 40% of their day on documentation alone.

“Since we began, we have been able to restore the joy of care for hundreds of clinicians and patients across North America by saving our doctors up to three hours a day on their documentation. I attribute much of the success I have found at DeepScribe to the wonderful faculty at Haas. Without learning unit economics from Rob Chandra, negotiation tactics from Holly Schroth, VLOOK-UPs from Thomas Lee, and undying perseverance from Stephen Etter, I would not be where I am today.”



Jocelyn Stradiotto writes, “After working at Google for the past year, I’ve decided to leave to build my own company, Sun Chaser. Sun Chaser is a beverage that’s non-alcoholic and caffeine-free but intended to give a subtle buzz using compounds that

affect cognition. These supplements, including L-Theanine, GABA, Cordyceps, and 5-HTP, impact the brain centers responsible for stress relief, mood, and joy.

“My co-founder, Nellie Coffy (shown left), and I set out to make products that would allow us to live the good life, and Sun Chaser was born.

“Personally, the skills and culture of Haas taught me to question the status quo, and that’s exactly what we’re doing creating a beverage in a new category. I hope this is encouraging to current undergrads, as the impact of Haas creates a foundation for entrepreneurship. Another first: we’re launching direct to consumers online rather than traditional retail!

“We rejected the narrative that alcohol, with its numerous negative consequences, was the only option. So we created another one. We launched our crowdfunding campaign in February. Learn more and sign up to stay in the loop at drinksunchaser.com. Be the first to try this new beverage! Happy to provide more information. Just contact me.”

Carmen Zheng, of New York City, reports, “Upon receiving my graduate degree in strategic communication from Columbia University in May 2019, I joined Morgan Stanley’s Wealth



Management Division under Investment Solutions. My client-focused skills and passion for helping others ensure Morgan Stanley’s 16,000 financial advisors have the resources they need to develop long-term financial plans aligned with client goals.

“Living in NYC has rendered travel to Europe a lot easier. Most recently, I took a weeklong trip to Iceland. Our itinerary consisted of endless smoked salmon, black sand beaches, and a lot of photography by waterfalls, glaciers, and vernal mountains. Last but not least, my childhood dream was to see the aurora borealis and, on a clear night, I finally achieved it at three in the morning!”

2019



Neel Somani, of San Francisco, notes, “In August, I started a new job at Airbnb as a software engineer!”

MBA

1963

Michael Yovino-Young, of Oakland, Calif., writes, “Celebrating 60th year as a professional appraiser with a company of 10 professionals in our Berkeley offices. President of Yovino-Young, Inc., but trying to be semi-retired, leaving the heavy lifting to my wife, Alison Teeman, and daughter, Diana

Yovino-Young (Cal 1989). I seem to be one of many in the early 80s age group who are still working. Wonder why, other than I enjoy what I do and can offer a lot of experience.”

1965



Dave Wilson, of Naples, Fla., reports, “Currently the lead director at CoreSite Realty; chair of the audit committee on the board of directors at Barnes & Noble Education. Also chair of the finance committee at Gulfshore Playhouse; chair of the audit committee on the board of trustees of Johnson & Wales University. First evidence of my loss of mental acuity was when I agreed to serve on the board of my condo association.”

1966

Ronald Lim updates, “I have been retired for the past 15 years in Honolulu. My wife Audrey and I devote significant time with our grandchildren, Brayden (8) and Derek (6). We are most gratified to be with them and share our spirit of Aloha though they reside in Houston.

“I was a student of the iconic Professor Maurice Moonitz in 1966. He suggested that a paper I wrote for his Accounting Theory Seminar be submitted to *The Accounting Review*. ‘The Mathematical Propriety of Accounting Measurements and Calculations,’ published in Oct. 1966, has been cited over 25 times in various publications as recently as 2019.

“I was so totally immersed in the social movements at Berkeley in that era that I devoted my working career to public service, rehabilitating deteriorating

neighborhoods, providing affordable housing and services to people who [were] homeless, of special needs, and of lower income.”

1969

Lewis Okser, of Brooklyn, N.Y., reports: “Founder, TourSleuth.com. Unique, advanced mapping for travel and touring; 300,000+ U.S. curated destinations. Searchable from any point in U.S. by categories such as museums, shopping, historical buildings, etc. Google type mapping from 0.5 to 50 miles by car, bike, walking, and public transportation for selected activities and destinations. Artificial intelligence and machine learning areas; working with Professor Jeff Cheeger, NYU, 2018 Steele Prize winner for Lifetime Achievement, American Mathematics Association.”

1970

Robert Klein, Verdi, Nev., sends, “Very best wishes to 1970 grads on our 50th anniversary (hard to believe), and also congratulations for exceeding our statistical life expectancy at birth!”

Amram Knishinsky (also BS 69) was named to *Arizona Jewish Life*’s Tikkun Olam list of 10 change makers and unsung heroes. Knishinsky is principal partner and lead developer of Scottsdale’s Butterfly Wonderland, the OdySea in the Desert, and OdySea Aquarium, Arizona’s first attraction certified as an autism center for visitors with sensory differences.

Michaela Rodeno, of Napa, Calif., writes, “We Rodenos are all about wine. It’s our work (we own a vineyard and small winery), and our fun.

“In June we’re sharing a 10-day visit to Italy with a small group of our Villa Ragazzi Sangiovese fans and friends. From our base in a restored/renovated

mill in Montepulciano, we’ll visit local wineries and hilltop villages, dine on Tuscan specialties, and learn how to make some of them; make side trips to Venice, Cinque Terre, and Florence; and attend Italy’s wildest horse race, the Palio in Siena. Look for a report on villaragazzi.wine, or come visit and we’ll tell you all about it.”

Jesse Wolf, of Bronx, N.Y., is a member of the Scientific Advisory Board of FlowPharma, Inc., a biotechnology firm based in the Bay Area.

1975

45th Reunion

1980

40th Reunion

1982



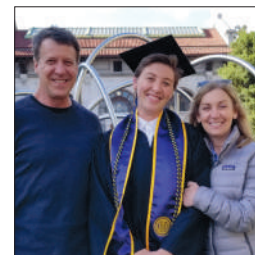
David Critchfield, of Fremont, Calif., reports, “Haven’t worked a real job in many moons. I still own and manage a few rental properties. I’m on my bicycle three days a week with the local bike club and recently tried out the new bike lane on the Richmond-San Rafael Bridge (wonderful). Also biked through parts of Italy, Spain, and Croatia over the last couple of years. I’m enjoying being a grandparent. Reading a lot lately, trying to eat healthy and not get too fat. I turn 70 in March—I never thought I’d make it this far!” Shown: Critchfield with sister Susan near Granada, Spain.

1985

35th Reunion

1986

Stephen Bartoletti, of San Francisco, reports, “The November 2019 *Risk Management Association Journal* published my article ‘An Argument for Restoring the Importance of Balance Sheet Cash Flow.’ This was my fifth publication, a sideline after tapering off on international bank consulting through the World Bank and several banks. To balance this professional focus, I volunteer by playing piano at Laguna Honda Hospital.”



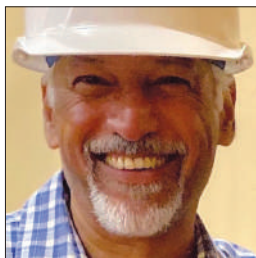
Mark Coopersmith announces, “My wife, Lori (BA 83), and I are proud to have another Cal Bear in the family. Our daughter Alison (BA 19) graduated from UC Berkeley with a degree in microbial biology and is now a junior research scientist with Bay Area-based Alveo Technologies, focusing on diagnosis and treatment of infectious diseases. I continue to teach and speak about entrepreneurship and innovation at Cal (I taught my first Haas class in 2003!) and around the world, having visited almost a dozen countries last year. Two of the companies on whose boards I sat were recently acquired (one a Silicon Valley venture, another a government spinout in Scandinavia), so I’d love to join another board or two.”



Karen Criddle, of Bellevue, Wash., writes,

MBAs CONTINUED

“Every fall we meet up somewhere near or far for a long reunion weekend. This year we all met up at **Laura Hudson Evans’** beautiful (and recently empty nested) home in Monte Sereno. We spent the weekend hiking, drinking, laughing, and attending a throwback concert of REO Speedwagon. Here’s to great friendships born at Cal!”



Satish Rishi, of Santa Cruz, Calif., writes, “After almost four decades in the corporate world, I am making a change! I am joining Habitat for Humanity Monterey Bay as their CEO. We cover over 15 cities in two



Quinn, MBA 90, and **Carlos Gaviola** were very happy to catch up first with **Will Burke** and **Stewart Noyce** during their visits to Paris. We discussed the evolving world of entrepreneurs and their social impact, based on the involvement of Will and Ciaran with SkyDeck, of Carlos with think tank #Leplusimportant, of Yvonne in business education, and of Stewart with his podcasts on digital responsibility. And of course, we reminisced about our time in Barrows Hall!

“We are always happy to host and reconnect with visiting classmates. Do not be afraid to come

Ciaran Quinn See entry for **Carlos Gaviola, MBA 89**.

1991



Frank Hundley, of Flemington, N.J., reports, “Completed three years as the senior partner and VP of wealth management for Hundley McGovern Wealth Management, a New Hope, Pa.-based financial advisory team affiliated with Janney Montgomery Scott LLC. Founded in 1832, Janney is a Philadelphia-based high-net-worth boutique financial advisory firm.

“Serving in my fourth year of a six-year term on the Rutgers University board of

tain gorillas made famous by conservationist Dian Fossey in the 1970s.”



Nicola Lynch, of Orinda, Calif., announces, “Last year I moved back to the U.S. after 28 years in Central Europe. After graduation, I took a job in Budapest, Hungary, in venture capital and eventually owned my own firm for 15 years. I sold it to my partners and moved to Orinda with my Czech daughters so I could put them in an American high school. Like Rip Van Winkle, I have hours of fun in grocery stores finding all the changes in the nearly three decades.”

Dan Widmann, see **Leslie Widmann, MBA 92**.

1992

Scott Galloway was named to the Drum Digerati 2019, listing the world’s top 100 digital marketers. Galloway, a professor of marketing at NYU Stern, was noted for authoring the Digital IQ Index, a global ranking of prestige brands’ digital competence, and for his founding of several firms, including L2 and Red Envelope.

Annetta (Bolden) Moses, of Columbus, Ohio, updates, “I started work with Abbott Nutrition in Columbus, Ohio, as the director of commercial analytics. I lead a team responsible for predictive and descriptive analytics for our Therapeutic Nutrition products such as Ensure, Glucerna, and Juven.”

Leslie (Wilson) Widmann, of Hayward Hills, Calif., writes, “**Dan Widmann, MBA 91**, and I continue to enjoy life in the East Bay with our daughter Erin.

The Answer:

“In real estate, more efficient development—from modular construction to better use of technology at the construction site—as well as land use reform.”

—ELIZABETH TRACEY, MBA 94
VP OF BUSINESS DEVELOPMENT, JAMBOREE HOUSING

counties, and I am looking forward to contributing and giving back to the local communities. Join me to volunteer and donate to this noble cause as we tackle the affordable housing issues in the Monterey Bay Area.

1989

Carlos Gaviola writes, “Longtime alumni residents of Paris: **Yvonne d’Angela**, **Ciaran**

despite what you may be reading or watching about strikes and other disruptions. They are a common fact of life and a visit to Paris without a grève somewhere would be incomplete...” Shown: Noyce with Quinn, d’Angela, and Gaviola.

1990

30th Reunion

governors. Member of the search committee that will select the next president of New Jersey’s flagship state university system with more than 70,000 students.

“In February 2019, I took a trip to Rwanda to see my nephew, who was wrapping up a two-year stint in the Peace Corps. Had the ‘once-in-a-lifetime’ opportunity to trek into the Virunga Mountain Range to see the moun-

STUDENTS
ALWAYS

LAURA
CLAYTON
MCDONNELL

MBA/JD 85

VP, Enterprise

Sales East,

ServiceNow

New York City

BY JUDITH OHIKUARE



Being a lifelong student has been key to Laura Clayton McDonnell’s success. As a vice president of enterprise sales for digital workflow company ServiceNow, McDonnell is tasked with leading teams that help customers achieve better outcomes. But she didn’t start out in sales.

After earning a joint MBA and JD at Berkeley, McDonnell worked in private practice and then as an in-house corporate securities lawyer for Apple, Cisco, and Sun Microsystems. She later transitioned into executive leadership roles in the business world. “It comes down to valuing a growth mindset and learning,” says McDonnell. “Bottom line, I am a student of my customer. I am helping to solve their problems. That’s how I sell.”

That growth mindset has carried McDonnell through all of her roles, from the VP of strategic services at IBM to VP at Microsoft.

Equally important for her success have been self-reflection and personal growth. “To develop a high-performance team, you have to know what drives you,” says McDonnell, who advocates developing a personal philosophy statement. “Mine is to live life in an exemplary manner through courage, curiosity, compassion, humility, integrity, and optimism.”

She infuses these values into all aspects of her life, including serving on the boards of numerous philanthropic organizations, such as Women United of the United Way of NYC and the Women’s Forum. Helping women to progress in their careers and for communities to thrive, says McDonnell, “is what drives me, what motivates me, what’s absolutely essential.”

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

↑ CONNECTIONS

McDonnell was named Berkeley Haas’ 2020 MBA Commencement speaker.

↑ The Takeaway

McDonnell advocates a Students Always mindset for your personal and professional lives. “It is a love of learning that keeps you open to what might evolve, allows you to excel in whatever you do, and empowers you to be your best authentic self,” she says.

PHOTO: COURTESY OF SERVICE NOW

MBAs CONTINUED



This year brought trips back East for fun in the sun and connecting with family. I had the pleasure of joining a Haas hike on Mount Diablo a while back and look forward to more Haas events in the coming year.”

1993

Tom Stahl announces, “I recently joined Outschool as head of operations. Outschool is building the future of learning by

“After years in the corporate sector in finance, I’ve moved to CFO of Community Works, a nonprofit justice reform organization in Oakland providing direct services and engaging in advocacy led by system-impacted people in the Bay Area. For almost 25 years, Community Works has been directly on the front lines, offering innovation, expertise, and vision for a future where justice heals. We’ve been dedicated to reducing the number of people entering the justice system and improving the outcomes for those who do. The organization has shown measurable success with healing the impact of incarceration and violence by empowering affected individuals, families, and communi-

The Answer:

“The impact of California Assembly Bill 5 on companies using independent contractors and the varying ways technology impacts the workplace.”

—MICHAEL THOMAS, MBA 08
SHAREHOLDER, OGLETREE DEAKINS

creating live, online, teacher-led classes for K-12 students. The company closed its Series A financing this summer and already has over 10,000 classes and 60,000 students.

“My wife, **Julie Kim**, and I live in San Francisco with our two teenagers. In my spare time, I’m still traveling and taking photos, and I just relaunched my photography website, tomstahlphoto.com.”

1994

Adrienne Hogg writes,

ties. Visit community-workswest.org.”



Bill Koefoed, of Rochester, Mich., was appointed CFO of OneStream Software, the leader in Corporate Performance Manage-

ment solutions for mid-sized to large enterprises, as the company expands the management team to support rapid growth.

Elizabeth Tracey, of Berkeley, Calif., reports, “I just joined Jamboree Housing as VP of new business development. Jamboree develops low- and mixed-income housing throughout California. Having always wanted to be a real estate developer, I am stoked!”

1995

25th Reunion

1998



Mike Trigg, of Menlo Park, Calif., writes, “I am founder/CEO of an AI software company for customer contact centers, funded by AI Fund in Palo Alto.

“I recently wrote a novel on Silicon Valley. The book, called *Bit Flip*, is a corporate thriller about a software startup gone awry. I’m currently seeking a literary agent with the goal of landing a traditional published deal, but will self-publish it soon if that doesn’t come through. I’m promoting the book and my blog at miketrigg.com. You can subscribe to stay updated on my progress.”

2000

Greg Patterson, of San Francisco, announces, “The Advisory Group just celebrated 20 years of life-changing financial advice, helping people make work optional. It was great to see personal wealth and 401k clients at our event, including a number of Haas alums!

We’re also close to launching WealthStep.com, designed to democratize basic financial advice outside of our normal client base, to help people make their goals and dreams real for 401k plans and individuals.

“Kids are wonderful and growing. Still volunteering for Haas. Great to see classmates at a dinner **Pascal Hoffmann** organized. Experimenting with ‘van life’ and our ‘new’ Westie. Had a big triathlon year in 2019, capped by qualifying for Kona Ironman World Championships at Ironman Argentina in December—what a feeling! Open to sponsorship opportunities; get your brand in the lights!”

Samuel Wilson, of London, U.K., writes, “Still a SVP of SMB and eCommerce at 8x8, but in November added the job of managing director of Europe. As part of the expanded opportunities, moved to London. I expect to be based in London for the next couple of years and then who knows. Family moving in the summer of 2020.”

2000

20th Reunion

2001

Daniel Firepine, of Berkeley, Calif., notes, “Looking to connect with classmates and begin exploring health care entrepreneur and health care venture financing opportunities. Would like to meet and learn from alums in these fields over coffee, lunch, hike.”



Leslie (Davis) Nicholson, of Toronto,

Canada, updates, “In 2019, after a 10-year hiatus from capital markets to work more flexible and family friendly roles including running my own business, I returned to the Toronto Stock Exchange to run the indices and benchmarks business lines. I am thrilled to be working in equity markets again and being a part of the rise of passive investing in Canada, as well as jumping into TSX’s sustainable investing work and the other kind of green investing that we take very seriously in Canada—cannabis. Shown: Georgia, Sydney, Marlee, **Rob, MBA 95**, and **Leslie Nicholson**.

2003

Steve Welch, of Martinez, Calif., notes, “Promoted to general manager of Contra Costa Water District. Building a new winery tasting room in Downtown Martinez, named William Welch Wines, to open in spring 2020.”

2004

Geoff Wolfe, of Alamo, Calif., started a new job as SVP of customer success for Everplans, a legacy planning software company.

2005

15th Reunion

Darryl Eaton, of Santa Barbara, Calif., announces, “My oldest son turns 15 this year, which means we left Haas 15 years ago! Wow, time flies. I have another son (11) and daughter (10), and all the kids are doing great and loving life in SoCal. My wife, Isa, is now an established landscape designer in Santa Barbara, with a book, *Small Garden Style*, coming out in February. I followed my entrepreneurial leanings and started a company about six years ago in the alternative credit data/fintech space. We’re up to 50

employees now and it’s been a roller coaster ride! Hope everyone is well.”

2006

Sami Iwata, of Oakland, Calif., updates, “After a decade at Adobe, I pivoted into the public sector through a fellowship with an amazing organization called FUSE Corps. For the last two years I have been at the San Francisco Human Rights Commission, working to advance equity in the City of San Francisco’s programs and services. I’ve been leveraging all my skills from my previous disciplines in this new area, which feels so urgent.

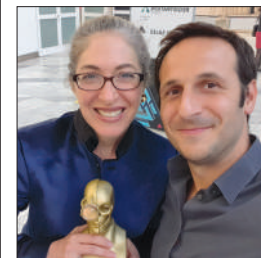
“I also recently joined the board of Tandem, Partners in Early Learning, a local nonprofit that focuses on closing the opportunity gap, preparing children up to age 5 for kindergarten. As someone who loves children’s books, I appreciate the wonderful book recommendations from our StoryCycles program, which serves 15,000 Bay Area families a year.”

Eddie (Xueli) Ma, of Cupertino, Calif., reports, “I recently concluded a four-year run at Uber as engineering director on Business Intelligence & Global Compliance. In December, I joined Lacuna Technologies in Palo Alto, as VP and head of engineering. Lacuna is on a mission to transform urban transportation for the cities around the world. Lacuna leads the open source forum, Open Mobility, to enable cities to manage, plan, and enforce policies around new and developing mobility innovations, such as riding sharing, micro-mobilities today, and drone, autonomous vehicles in the future. We also recently moved from Sunnyvale to Cupertino.”

2008

Ketan Babaria recently joined Roofstock, a fintech firm aimed at real estate investing, as chief product officer. Babaria, the

former head of product for LifeLock and a division of Capital One, will lead product innovation.



Emily Olman announces, “I am the CEO and co-founder of SpatialFirst, a Berkeley-based PropTech startup. Our first product is PlaceTime, which combines AR & CV to build a digital twin platform to help commercial office brokers lease space faster. Our launch city is Oakland, and we’re excited to be in beta and already deployed in three buildings. I have been so grateful to be a Cal alum, and we have been accelerating out of Berkeley SkyDeck since January 2019. I also hired three Haas undergrads as interns, and it was amazing working with them—feel like my degree from Haas is a gift that keeps on giving. Please reach out to grab coffee and tell me what you’re working on. I’d love to reconnect. “My husband, Jason, and I moved back from Berlin in 2015 and our kids are in kindergarten and fourth grade. His album *These Lines* from his band Junior Reggae was just voted SF Artist of the Month by *The Deli* magazine.” Shown: Olman with Gabriele Romagnoli.



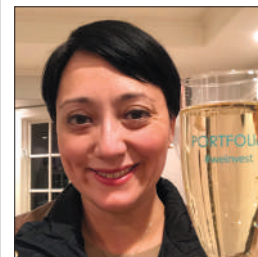
Michael Thomas reports, “In December 2019, I was promoted to shareholder at the global labor and employment law firm Ogletree, Deakins, Nash, Smoak & Stewart, P.C. I am based



CHAMPIONING LOCAL BUSINESSES

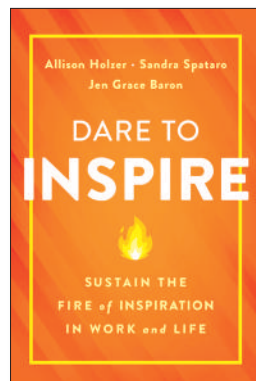
Alison Lingane, MBA 00, was named a 2019 Akosha Fellow for her work developing economic resiliency in low-income communities. Lingane co-founded Project Equity, which builds demand for employee-owned businesses and facilitates the transition of companies to this more equitable model.

out of our Los Angeles office. I service clients throughout California.”



Emily Walling, of Menlo Park, Calif., updates, “I recently started as head of marketing at Portfolia. I was inspired by what the company is doing to help women flex their financial muscle and create their own path in venture investing. It’s a rapidly growing community of trailblazing women who know what they want to see in the marketplace and who are using their money to fund change—investing for both impact and returns. If you want to learn more, please reach out (men are welcome as well; around

SPURRING YOUR
MOMENTS



Tools, strategies, and examples of how to make inspiration happen and last for leaders, teams, and organizations.

Sandra Spataro, PhD 00
Co-founder of talent strategy firm InspireCorps

MBAs CONTINUED

6% of our investors are men interested in specific funds).”

2009

Morgan Bernstein announces, “After nine years with Haas’ full-time admissions team, I have transitioned into a new role as the director of strategic initiatives. I will partner with senior leadership to identify, develop, and implement initiatives that advance Haas in the MBA marketplace. First up—launching Accelerated Access, a deferred admissions program for undergraduates in their final year.”



Viral (Vik) Mehta writes, “Completed one year at Uber in November and it has been an incredible journey. While continuing to build my global team in the U.S., Amsterdam, India, and Manila, I’ve met and worked with an amazing bunch of folks from around the globe.

“Eesha is a sophomore at Head Royce, and this past year we enjoyed taking a couple of family trips to Spain and Morocco.” Shown: Eesha, Preeti, and Viral in Barcelona.

Will Wright, of Birmingham, Ala., reports, “About a year ago, I joined Protective Life to start running corporate innovation in insurance. I’ve also been connecting with a lot of the health care folks in Alabama. It’s a really small world here! I’d love to connect with Haas folks building solutions in health and insurance. Come check out Alabama!”

Jasmin Young, of San Jose, Calif., has been appointed CEO of

INDUSTRY RECOGNITION

Mira Inbar, MBA 09, commercial director for Royal Dutch Shell, received the Clean Energy Education and Empowerment (C3E) Award from the U.S. Department of Energy last November. Inbar will use the monetary award to support new moms transitioning back to the cleantech workforce. Contact her if interested! View her acceptance speech: haas.org/mira-inbar.



Netreo, an IT Management/AIOps company, to accelerate its growth and transformation. Netreo’s award-winning full-stack IT management products are widely deployed by enterprises, and these products are monitoring more than 15 million assets and devices per day. Netreo is backed by Software Growth Partners, a PE firm led by **Sumit Garg, MBA 08**. Prior to being approached by Garg, Young was a business models transformation leader at PricewaterhouseCoopers, where she had been advising leading and pioneering software/cloud companies for nine years.

2010

10th Reunion

Zachary Chan announces, “I started my second year as treasurer of the Berkeley Real Estate Alumni Association (BREAA). It’s been a fun way to reconnect with old classmates in the real estate industry and, because it’s open to Berkeley grads across

schools, I’ve made new friends from Berkeley Law, Environmental Design, etc. We recently had an amazing opportunity to tour the Chase Center while it was still under construction and have many more great events planned for 2020! Feel free to check us out at berkeleyrealestate.org.”



Ignacio Conde writes, “In 2019 I changed jobs. I left Latam Airlines, where I spent 10 years, to join Flexport, a logistics/tech startup. I moved from Miami to Chicago—looking forward to our first winter in the Windy City!”

Sanjay Krishnan, of Los Altos, Calif., announces, “Left Google in 2019 to start as vice president, product, at Apex.AI. This Palo Alto-based startup makes an operating system for self-driving cars. Debating between visiting Alaska or Tokyo for summer 2020.”

Anlei Lee and Fritz Herbert, MBA 11, were reunited last year in Genentech’s Pharma Technical Innovation



group, where they work to enable Genentech’s manufacturing network of the future. “We were surprised to learn that we had each earned the Haas Community Fellow Award for leading our classes in community service hours. We have continued to go ‘beyond ourselves’ through volunteering at both Genentech and community organizations. Any other teams out there with multiple Haas Community Fellow Award winners? We’d love to see a photo of you in your Cal gear too!”

Dinesh Moorjani, of Belmont, Calif., notes, “It has been almost four years since I co-founded Telegraph Hill Advisors, a boutique investment banking firm that provides M&A and private financing advisory services to emerging growth technology companies. We focus mostly on companies in the Mobile & IoT, Enterprise Software, and Data Analytics sectors.”

John Pavolotsky, of San Mateo, Calif., writes, “I’m excited to co-teach Comparative Privacy

PHOTO: SARA JACKSON PHOTOGRAPHY



QUESTION THE
STATUS QUO

JENNY WOO
MBA 09
Founder, Mind
Brain Parenting
Irvine, CA

BY MEILAN
CARTER-GILKEY

Jenny Woo is in the business of starting conversations. Her emotional-intelligence games, 52 Essential Conversations and 52 Essential Relationships, offer “questions to ask and reflect on for a lifetime,” says Woo. For example: *Describe a time when you did something you felt scared to do—what did you learn?* and *What does standing up for yourself mean?*

The deceptively simple decks encourage give-and-take conversations that neurobiologically develop a child’s brain while also opening adults up to self-reflection and vulnerability. They have been used worldwide in schools, workplaces, and homes. “I want these decks to serve as training wheels to improving the quality of your everyday conversations,” says Woo.

After earning her MBA and working in the private sector, Woo became a mother of three. The search for (the unattainable) perfect parenting philosophy and her role as a Montessori school administrator inspired her to earn a master’s in developmental cognitive neuroscience and education at Harvard followed by a PhD in human development and education from UC Irvine.

Woo was dismayed that the social-emotional learning tools available primarily catered to schools with money to implement them, neglecting underserved populations and missing-parent partnerships. She focused on creating an accessible and adaptable solution for all populations in all settings.

Woo’s future plans include developing more specific content for college students and corporate employees. In the end, it’s all about being authentic, says Woo, “to truly hear each other and, more importantly, to hear yourself: What is it that you want? What is it that you need?”

linkedin.com/in/jennyxuwoo

CONNECTIONS

Woo credits the Haas community for showing her what authenticity means, in leadership and in life.

The Takeaway

Watch Jenny Woo, MBA 09, present during the 2019 HaasX talks (haas.org/woo-haasx) and at TEDx-CitrusParkWomen (haas.org/woo-tedx), a one-day event celebrating female change-makers.



**CONFIDENCE
WITHOUT
ATTITUDE**

BRIAN ROSS

MBA 15

*Owner &
Managing
Principal, Ross
Infrastructure
Development;
Founder,
InfraShares
San Francisco*

BY JUDITH
OHIKUARE

Infrastructure allows societies to thrive. But too often, whether because of funding constraints or political in-fighting, development of roads, bridges, airports, mass transit, water systems, and more is ignored until a crisis occurs.

The American Society of Civil Engineers' Infrastructure Report Card estimates that nearly \$4.6 trillion of investment is needed in the U.S. alone. Enter Brian Ross, founder of InfraShares, a crowdfunding platform allowing individual investors to champion infrastructure projects worldwide. The first opportunity, a roadway in Virginia constructed using a novel pothole-resistant material, was fully funded in two weeks.

Ross, who worked as a project manager for a large construction firm and earned a master's in construction engineering management from Stanford, grew interested in infrastructure after leading more than 30 combat missions building roads, bridges, bases, and checkpoints in Afghanistan as part of the California Army National Guard.

"Seeing how critical infrastructure is to the development and security of societies helped focus my passion around figuring out ways to help develop infrastructure around the world," he says.

Upon returning home, Ross joined a private equity firm focused on public-private partnerships and pursued his Berkeley MBA to explore alternative funding streams for infrastructure development. While he grows InfraShares, Ross works as the owner and managing principal of Ross Infrastructure, the consulting and engineering firm he founded in 2017 with clients including EY, KPMG, and Deloitte. Balancing two companies can be difficult, but Ross is committed to seeing InfraShares succeed.

"InfraShares is my vision and passion," he says. "It's where I can have the most impact."

[linkedin.com/in/brianross22](https://www.linkedin.com/in/brianross22)

↑ CONNECTIONS

Ross credits veterans' organizations and the Berkeley Real Estate Club (BREC) for "being helpful in terms of networking, connecting me with people, and staying on top of issues and ideas in the industry."

↑ The Takeaway

Ross urges veterans to check VA resources, Small Business Administration opportunities, and veteran-participation requirements for state contracts. There's bureaucracy, Ross says, "but you can leverage those resources and be successful."

PHOTO: WINNI WINTERMEYER

MBAs CONTINUED



Law and to have recently joined the executive committee of the California Lawyers Association IP Section. It's hard to believe that 10 years have passed since graduating from Haas!"

2011

Fritz Herbert See
Anlei Lee, MBA 10.

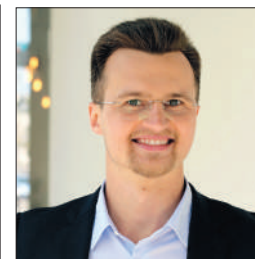


Jordan Lindsey, of Sacramento, reports, "This March will start my third year as executive director of The Arc of California, a nonprofit advocating for people with intellectual and developmental disabilities and their families. This last year we led a broad coalition across the state to successfully advocate for \$350 million in new funding for community-based services and support for people with intellectual and developmental disabilities. We still have a long way to go, however, to ensure each person has opportunities to employment, safe and independent housing, and inclusion in our society. In 2020 we will be working hard again to fight for our community."

Victor Noguera See entry for **Christopher Fong, BCEMBA 10.**

2015

5th Reunion



Max Anisimov writes, "This February my co-founder and CTO (also a Haasie) and I are launching the product we've been developing for months—it should be live by the time the magazine is published. We're building a team-based and culture-centric recruiting platform. Hiring managers and teams will be matched with job seekers (engineers, at first) based on intangible factors that really matter, such as culture, working styles, team setup, etc. If you're hiring, we invite you to promote your team on the platform! Also, we'd love to connect with Bay Area-based founders and investors interested in SaaS, marketplaces, or recruiting. Our website: ahappyjob.com. Reach me via max_a@berkeley.edu or LinkedIn."

The Answer:

"With massive advances in sensor, data-access, and data-processing technologies, companies will be able to personalize product experiences at scale. Products themselves will become the biggest and the best distribution channel."

—SUYOG DESHPANDE, MBA 18
HEAD OF PRODUCT MARKETING, AMPLITUDE



David Sagalov, of New York City, joined AB InBev as global director of Customer Acquisition and Partnerships.



and CEO of Roshi, announces the closing of an oversubscribed \$2.4M series seed round for her cannabis operations platform startup. Roshi is the first mobile app that digitizes cannabis and hemp production and

2016

Celia Carter, of Oakland, Calif., co-founder



MBAs CONTINUED

distribution, while offering real-time insights into sales, costs, and trends with GMP-level tracking that's designed to withstand FDA audits.



Amy Chou writes: "Social impact Haasies reunited at SOCAP19! It was wonderful to catch up with old friends at the world's largest gathering of thought leaders and practitioners of impact investing." Shown: Chou with **Zarrah Birdie, BS 11, MBA 17, and Denisse Halm, MBA 17.**

Abhishek Sharma shares that what started as a simple Tuesday



open-mic night became a podcast called "Shake The Cosmos," downloaded over 100 times the first week alone. Approached by businesses wanting to bring the podcast as a seminar in-house, Sharma founded Shake The Cosmos, a company with the mission to help professionals make their next career move and entrepreneurs scale their businesses.

Learn more: shakecosmos.com. "I'm grateful for Mark Rittenberg's Leadership Communications course and my Advanced Design Thinking independent study with Sara Beckman; both created the foundation to take my work to the next level."

The Answer:

"More people starting side hustles and businesses as the only way to combat age discrimination."

—CATHY GOODWIN, PHD 86
AUTHOR, CONSULTANT & SPEAKER

2017

Uma Tantri, of San Francisco, announces, "**Charlie Tilleman** and I got married on August 17, 2019, at the UC Berkeley Faculty Club right next to Haas. We met during our first year in the program. We had a blast celebrating our marriage with family and friends, including 30 of our classmates and partners from the Class of 2017,

at such a special place in our hearts."

Matt Wong reports, "Finally left Cisco after 13 years for startup White Tale Coffee last November! Did it the EWMBA way, nearly a year nights and weekends before taking the plunge from corporate into startup life!

"Olive turned 5, the 2014 baby born one month before our EWMBA class start."



Sara (Yamamoto) Yamase, of Austin, Texas, writes, "I'm actually a double bear (also BS 10), and I started working at Simon-Kucher & Partners as a consultant out of undergrad. Now after working there for nearly 10 years, I've been elected partner. I look forward to helping even more software, internet, and technology companies with pricing, marketing, and commercialization strategies!"

2019

1st Reunion

David Huh writes,



QUESTION THE STATUS QUO

SEBASTIEN TRON

MBA 15

*Co-Founder and CEO, Hopsy
Richmond, Calif.*

BY CAROL GHIGLIERI

When beer enthusiast Sebastien Tron moved from Paris to the Bay Area, his Parisian friends joked that he was in for a lot of light, tasteless beer. They didn't know that Tron was headed for a craft brew mecca. Tron himself was amazed to find hundreds of distinctive microbreweries within driving distance.

While at Haas, he sought to bring these beers into people's homes. "Most of these small breweries struggle to grow their business," Tron says. The problem was cost. Beyond the taproom, small breweries sold a few additional kegs to local bars and restaurants. But packaging for a wider customer base was too expensive.

In 2015 Tron and two partners founded Hopsy, initially as a Bay Area service delivering growlers (jugs that breweries fill from the tap) from a dozen or so local microbreweries.

Hopsy has since transformed to providing customers with their own tabletop dispenser/chiller (via a partnership with Krups) and a selection of beers delivered in 67-ounce mini-kegs. Hopsy's selection rotates each month, introducing customers to a variety of small-batch brews in a way never before possible.

Hopsy has since expanded to the Midwest and East Coast, each region offering a selection of local beers along with some international options. To date, Hopsy has worked with over a hundred breweries. Keeping up with the booming demand has been a challenge, Tron says, but it's been great to witness the excitement the home tap system has generated. "We're delivering beer," Tron says. "We're bringing happiness to people."

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

↑ CONNECTIONS

Tron's Haas community was instrumental in launching Hopsy. Classmates and the Berkeley Angel Network were early investors. SkyDeck offered crucial advising. And Localwise, founded by Ben Hamlin and Maya Tobias, MBA 14s, came to the rescue when Hopsy needed to ramp up staffing.

↑ The Takeaway

In the startup world, Tron says, it's easy to think you know what you're doing. He's found conversations with friends, teachers, classmates, and other entrepreneurs to be invaluable. So schedule that lunch date!



TOP YOUNG STARS

Congrats to alumni making *Forbes'* 30 Under 30 list. Maria Buitron, MBA 19 (left), honored in both the energy and immigrants categories, is a founding member of Piva, a \$250 million venture capital fund investing in energy and industrial technologies. Amanda Groves, BS 13 (center), is a partner at PLUS Capital, a venture advisory firm working with celebrity artists and athletes. David Greenfeld, BS 13 (right), is the co-founder of Dream Pops, offering frozen vegan treats.

The Answer:

“Driving the use of technology in health care delivery systems, offering price transparency, consolidating large health systems to achieve greater efficiencies, and optimizing interoperability among the gazillion electronic health records.”

—SHRUTI NATHAN, EMBA 15
SYSTEM VP OF STRATEGY, AMITA HEALTH

MBAs CONTINUED

“Just had our first child in December—a girl!”

Sean MacMannis updates, “Half a year after finishing the MBA, I left my job at Pinterest and the online advertising world I’ve lived in for 12 years to explore new career opportunities. I’m reading more, making new connections, and on the hunt for the right challenge. I’m also



spending more time with my daughters (5 and 3) and giving my wife space to continue to lean into her blossoming career at DocuSign.”



ENVIRONMENTAL TRAILBLAZER

Tracy Gray, BCEMBA 08, received a Badass Women In Green Award from the California League of Conservation Voters. Gray is founder and managing partner of The 22 Fund, founder of We Are Enough, executive in residence at Los Angeles Cleantech Incubator, and the first social impact fellow at Haas’ Institute for Business & Social Impact.

BCEMBA/EMBA

2003



Rob Miller writes, “In January, I joined the Last 300 Expedition to the South Pole along with Cal undergrad Paulina Villalonga, reaching the pole on Jan. 13. Our team skied 60 nautical miles in 7.5 days, carrying gear and provisions for eight nights of camping in temps around –20 degrees. This was the most physically and mentally demanding challenge I’ve ever accomplished, even considering Army service.

2004

Ezra Roizen reports, “Working on the second edition of the *Magic Box Paradigm: A Framework for Startup Acquisitions*. Looking forward to helping a new cohort of startup founders! Our youngest, Race Roizen, won first place overall at the 2019 freeski national championships (boys 7 and under division).”

2005

15th Reunion

2006

Patricia Rose Duignan updates, “I’ve been working with a group of game-developer students from UT Austin to design a prototype of a game, called THE KNOW ZONE, that will teach women how to avoid sexual assault. Shockingly, 1 in 5 college women will be sexually assaulted during college. I base my game on a successful program developed in Canada called EAAA. My game will reach a much larger audience. “My fourth grand-

daughter was born Oct. 4. Fortunately, all of my granddaughters live within 30 minutes, and I babysit once a week.”

2010

10th Reunion



Mike Chaput reports, “My company made a return to the Inc. 5000 list of privately owned companies this past year. Getting on the list when you’re starting out is a challenge in itself, but returning to the list after being in business for 15 years is rare. I’m humbled by the excellent people around me. As founder & CEO of Endsight, I’ve been incorporating mindfulness into our meetings. This has resulted in shifts in self-awareness in group settings that are impacting interpersonal relationships and openness within the company.”

Christopher Fong writes, “**Victor Noguera, MBA 11**, and I met at the Haas Super Bowl party in the Wells Fargo room 10 years ago and became friends. We stayed in touch and just officially partnered together! I run a 1,000-member investment syndicate (Xoogler.co and Angel.co/Xooglers) to invest in startups led by ex-Google entrepreneurs. Victor founded a tech startup, Flat.mx, in Mexico City. Flat simplifies the painful process of buying or selling a home in Mexico. I just led an investment syndicate in Flat.mx!”

2013

Peter Holst writes, “This past year, I married my beautiful wife,

Marisa Melo. In November, I started as the Acoustics Group Leader at TEECOM, a technology consulting company in Oakland that is among the fastest-growing companies in the Bay Area. Also, I continue to serve as president of the board of directors for Meals on Wheels of Alameda County.”

2014



Luke Johnson writes, “Haas classmates have been awesome in providing crucial advice and support for the fintech home financing startup I founded, Neat Capital. Special thanks to **Nicole Farrar**, a co-founder, as well as the many classmates who have participated as investors, with collective participation exceeding \$1M. After our recent Series A, **Jen Loo (also BS 05)** generously offered her leadership and governance support on our board of directors.”

Ray Sidney reached a million vertical feet of heli-skiing—with classmate **Luke Johnson** in tow to report the achievement. Ray summarized the adventures enthusiastically: “Das war krank!”

2015

10th Reunion



Shruti Nathan started a new job in August

working as VP of strategy at AMITA Health. She writes, “Moved from sunny San Francisco to frigid Chicago after living in SF for 15 years!” Shown: Nathan with EMBA classmates **Jayanthi Srinivasan, Prashant Chouta,** and **Johanna Liu.**

2018

1st Reunion

MFE

2003



Gonzalo Obregon writes, “Recently moved to San Diego, and I’m looking forward to reconnecting with the UC Berkeley community. After graduating, I worked in New York. In 2013 went back to my native Santiago, Chile. However, my two daughters decided to go to college in California, so my wife, Cecilia, and I moved back!”

2019

Prateek Maheshwari reports, “I recently started as a quant researcher at GMO, where I focus on capital allocation decisions across broad asset classes.”

PHD

1986

Cathy Goodwin writes, “I’ve gotten involved with storytelling as a marketing tool and developed a framework for using storytelling to brand a small business. I’m consulting and copywriting in this area, holding webinars, speaking, and writing books. I’ve got several on Amazon and working on more.”

IN MEMORIAM

- Jackson Eaves, BS 47**
Bert Hickman, BS 47
Frederick Gilchrist, MBA 48
James Maggetti, BS 48
Richard Brown, BS 49
James McFarland, BS 49
Nathan Shore, BS 49
Hubert Duberley, BS 50
Theodore Gessner, BS 50
Warren Heiman, BS 50
William Kramer, BS 50
Willis Tom, BS 50
Robert Barnard, BS 51
Joe Mo, BS 51
Don Wood, BS 51
Richard Cotter, BS 52
Jack Miller, BS 52
Paul Wong, BS 52
Max Bernstein, BS 54
Ernest Lageson, BS 54
Edward Lippstreu, BS 54
Theodore Edwards, BS 55, MBA 56
Edward Fearing, BS 55
James Kidder, BS 55
Craig Brandt, BS 57
Joseph Jaeger, BS 57
Thornton Barrows, MBA 58
- Robert Beebe, BS 59**
Paul Mosesian, BS 60
Donald Drennan, BS 61
Donald Wilkerson, MBA 61
Stanley Pihl, BS 62
Allen Cox, BS 63
Gerald MacKenzie, BS 67, MBA 68
Euell Winton, BS 67, MBA 68
David Bonini, MBA 69
Thomas Numainville, MBA 69
Randall Humphries, BS 73
Frances Jochum, BS 75
Mark Clark, BS 78
Daniel Voet, MBA 79
Georgia Wright, MBA 80
David Simon, MBA 82
Lisa Zeegger, MBA 96
Bonnie Kerby-Miller, Friend
Bettie Lerdall, Friend
Maynard Nelson, Friend
June Neuhaus, Friend
Carolyn Paxton, Friend
Paul Stone, Friend
Robert Woolfson, Friend

Fortney “Pete” Stark Jr., MBA 60

Congressman reshaped health care

Longtime California Rep. Fortney H. “Pete” Stark Jr., one of Washington’s most influential figures in health policy, died on Jan. 24. He was 88. Over his 40-year Congressional career, Stark, a democrat representing the East Bay, was a key architect of the Affordable Care Act, an original champion of the modern movement for single-payer health care, and an author of numerous bills that made the health care system more accessible, safe, and fair for all. He championed COBRA, which lets workers continue on their employer-provided health plans after a layoff; EMTALA, which prevents anyone from being denied emergency room care; and the eponymous Stark Laws, which dramatically reduced fraud and abuse. He also advocated for equality for the LGBTQ community, paid family leave, and services for foster children. He was a deeply principled, compassionate public servant who quite literally saved the lives of millions. Read his full obituary: haas.org/pete-stark.





Connect to
BERKELEY.

We're Just
**A CLICK
AWAY.**

LEADING THROUGH CRISIS

Short-form video
series for today's
uncertainty in
global business
[haas.org/lead-
thru-crisis](https://haas.org/lead-thru-crisis)

HAAS INSIGHTS

Videos and blogs
of Haas thought
leadership

PHILANTHROPY U

Free online
courses for social
change-makers
haas.org/learning

HAAS NEWSROOM

The latest
research, Haas
experts in major
media, and more
[newsroom.haas.
berkeley.edu](https://newsroom.haas.berkeley.edu)

HAAS PERKS

UPCOMING EVENTS

ATTENTION:
Event hosts are
monitoring local
guidelines regarding
gatherings amid the
COVID-19 pandemic.
Check [haas.berkeley.
edu/events](https://haas.berkeley.edu/events) for the
most current event
status. We look
forward to gathering
in person when it is
safe and healthy
for our communities
to do so.

**BERKELEY/
WORLDWIDE**
MBA REUNION WEEKEND
April 24-26*
*Virtual components to
be announced by email.

ALL ALUMNI CONFERENCE
April 25**
**Select digital
conference sessions
to be shared by email
later this spring.

CAL HOMECOMING
October 16-18
**GOLDEN GRADS REUNION
& LUNCHEON**
December 10

NEW YORK
**CHAPTER EVENT
WITH LECTURER MARK
RITTENBERG**
September 16

NORTH BAY
**POINT REYES HIKE WITH
DEAN ANN HARRISON**
August 15
SANTA BARBARA
**"CAL GOES SIDEWAYS"
WINE TASTING**
June 27
SAN FRANCISCO
HAAS GALA
November 6

Scene from
the 21st
annual
Berkeley
Haas
Celebration
in Silicon
Valley, a
much-loved
industry-
focused
networking
event. Photo:
Jim Block

Go to haas.berkeley.edu/events for current event status

CALIFORNIA MANAGEMENT REVIEW

New issue guest
edited by Haas
Teaching Prof.
SARA BECKMAN
Designing the
Future: Design
thinking for the
real world
CMR.BERKELEY.EDU



LIFELONG LEARNING EXCLUSIVE ALUMNI OFFER

Celebrating a milestone Haas reunion in 2020?

Enroll in an
EXECUTIVE EDUCATION
program for only

➡ **\$500** ⬅

Available programs:

**CORPORATE BUSINESS MODEL INNOVATION,
STRATEGY IN COMPETITIVE MARKETS, AND MORE.**

Not your reunion year? Take **30% off** all
eligible open-enrollment programs

Learn more:
HAAS.BERKELEY.EDU/LIFELONGLEARNINGPILOT

Brought to you by Development & Alumni Relations
and Berkeley Executive Education.



**THANK
YOU!**

Your donations
mean the world
to Berkeley Haas.
See how your money
was put to good
use in our

**ANNUAL
REPORT
OF PRIVATE
GIVING.**

[annualreport.haas.
berkeley.edu](https://annualreport.haas.berkeley.edu)

The Berkeley
entrepreneurial
ecosystem is teeming
with opportunities.

Not sure where
to start?

BERKELEY BEGIN

The Berkeley Gateway
to Innovation.
A portal to courses,
incubators, acceler-
ators, funding, and
social networks.

begin.berkeley.edu



TARGET your Networking

You're among 500,000 UC Berkeley
grads. Find the right alums to help
you advance.

**SEARCH LINKEDIN AND
THE @CAL ALUMNI DIRECTORY.**

@cal = branding opportunity
>> so mark your profile public!
>> Verifies your Haas degree
>> Displays in search engines to general public
>> Allows anyone to privately message you
>> Links to social media

LinkedIn alumni tool = full-career search
filtered for Berkeley & Haas
>> Search suggestions: haas.org/alumni-search



Running Shoes

How one Haas alum revolutionized athletic footwear

NEVER BEFORE HAVE RUNNING SHOES SEEN such controversy. Reports that Nike's Vaporflys are shaving minutes off of elite marathoners' times have caused many to liken the shoes to technological doping. Runners wearing them have logged the five fastest men's marathon and the fastest women's marathon times ever recorded. An evolved Vaporfly prototype worn by Eliud Kipchoge to break the two-hour marathon is banned from international competition.

The Vaporflys' secret? A carbon-fiber plate for stability surrounded by thick Pebax, a springy, lightweight aerospace foam that propels runners forward.

It's a profound technological advancement, the

likes of which the running shoe industry hasn't seen since the 1970s—when the late Jerry Turner, MBA '60, then president of Brooks, set the gold standard for design by replacing rubber midsoles with EVA, ethylene vinyl acetate, an air-infused foam widely used today. Turner also invented a wedge to combat overpronation, heralding the modern running shoe's emphasis on support and individual running gaits. The Brooks Vantage, named 1977's best running shoe, put the company on the map.

To put Turner's ingenuity, which paved the way for the likes of the Vaporfly, into context, here's a brief evolution of running shoes.

1920s

American marathoners wear shoes with thin leather uppers and crepe rubber soles. German Adi Dassler, founder of Adidas, makes track shoes with hand-forged spikes for Olympians.



< 1960s

Running shoes are mass produced. The New Balance Trackster has a rippled rubber sole advertised to help prevent shin splints.



1978–79

Nike debuts its first Air shoe, which uses pressurized air for cushioning.



1975–77

After working with a chemical engineer, Brooks' Jerry Turner, MBA '60, puts the light, waterproof, and durable EVA in midsoles—a game changer for cushioning and shock absorption. The air-infused foam is used in nearly all running shoes going forward.



2000s >

Barefoot rules. Glove-like shoes with thin rubber soles are all the rage...until they're not.



2010s ^

At first, shoes get lighter, simpler. As the decade progresses, companies put bouncier EVA alternatives into ultracushioned soles. Adidas uses thermoplastic polyurethane. Nike's Vaporfly (shown) uses Pebax.



BerkeleyHaas

Celebrating 10 Years of our Defining Leadership Principles

Question the Status Quo
Confidence Without Attitude
Students Always
Beyond Yourself

“Our Defining Leadership Principles give our community the strength and cohesion to weather these difficult times and provide a strong path going forward.”

—Dean Ann Harrison

MFE PROGRAM
#1
NATIONWIDE
5TH YEAR in a row
TFE Times

DID YOU KNOW?

With 1 day's notice,
ALL HAAS COURSES
began teaching remotely in
response to COVID-19.

ACCELERATED ACCESS

Berkeley undergrads can
now **APPLY EARLY FOR
DEFERRED ADMISSION**
to our FT MBA program.

DID YOU KNOW?

All Haas MBA programs are
STEM-DESIGNATED,
allowing international students
to apply to stay two extra years
after graduating.

\$140,000

**MEDIAN STARTING
SALARY** for 2019 Haas
MBAs—a school record
(up from \$125K last year).