

BERKELEY

HAAS

FALL/WINTER 2020

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Space, Reimagined

Haas alumni rethink
our physical world

Plus:

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UNTOLD STORIES P. 26





Andrew Kung, BS 13, photographed a small Asian American community in the Mississippi Delta for the *New York Times*. Here, Artist Steve Yee in his studio. Yee was bullied in school, but an art teacher's encouragement helped him find a sense of belonging.

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

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**BERKELEY FALL/WINTER
HAAS
2020**

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LEADERSHIP

Nice Works

Proof that selfish jerks don't get ahead faster

BY LAURA COUNTS

THE EVIDENCE IS IN: NICE GUYS AND GALS DON'T FINISH LAST, AND being a selfish jerk doesn't get you ahead.

That's the clear conclusion from research by Berkeley Haas Professor Cameron Anderson and others who tracked disagreeable people—those with selfish, combative, and manipulative personalities—from college or graduate school to where they landed in their careers some 14 years later.

In fact, the researchers found no relationship between power and disagreeableness. That was true regardless of gender, race or ethnicity, industry, or the cultural norms in an organization.

"I was surprised by the consistency of the findings," says Anderson. "No matter the individual or the context, disagreeableness did not give people an advantage in the competition for power—even in more cut-

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The Takeaway

While some disagreeable people do reach positions of power, their disagreeable behavior does not help them get there.

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throat, ‘dog-eat-dog’ organizational cultures.”

The paper, co-authored by UC Berkeley Psychology Professor Oliver P. John; Daron L. Sharps, MS 17, PhD 19; and Colby College Associate Professor Christopher J. Soto, was published in the journal *Proceedings of the National Academy of Sciences*.

Berkeley Haas Professor
Cameron Anderson



“No matter the individual or the context, disagreeableness did not give people an advantage in the competition for power—even in more cutthroat, ‘dog-eat-dog’ organizational cultures.”

Assessing Power

The researchers studied nearly 700 people who had completed personality assessments as undergraduates or MBA students at three universities. They surveyed the same people more than a decade later, asking about their power and rank in their workplace hierarchies as well as the culture of their organizations.

The participants had all completed the Big Five Inventory, a personality assessment focused on the five fundamental personality dimensions generally agreed on by psychologists: openness to experience, conscientiousness, extroversion, neuroticism, and agreeableness.

The first study surveyed people on their place

in their work heirarchies. The second study went deeper, looking at the four main ways people attain power: dominant-aggressive behavior (using fear and intimidation), political behavior (building alliances with influential people), communal behavior (helping others), and competent behavior (being good at one’s job). Researchers also asked the study participants’ co-workers about their workplace behavior and rank. Interestingly, the co-workers’ ratings largely matched the subjects’ self-assessments. Across the board, researchers found those who scored high on disagreeable traits were not more likely to have attained power than those who were generous, trustworthy, and generally nice.

That’s not to say that jerks don’t reach positions of power. It’s just that they don’t get ahead faster than others, and being a jerk simply doesn’t help, Anderson says. That’s because any power boost they get from being intimidating is offset by their poor interpersonal relationships, the researchers found. In contrast, extroverts were the most likely to have advanced in their organizations, based on their sociability, energy, and assertiveness—findings backed up by prior research.

“The bad news here is that organizations do place disagreeable individuals in charge just as often as agreeable people,” Anderson says. “In other words, they allow jerks to gain power at the same rate as anyone else, even though jerks in power can do serious damage to the organization.”

Toxic Role Models

Whether being aggressively Machiavellian helps people get ahead is a critical question for managers, because ample research has shown that jerks in positions of power are abusive, prioritize their own self-interests, create corrupt cultures, and, ultimately, cause their organizations to fail. They also serve as toxic role models.

For example, people who read former Apple CEO Steve Jobs’ biography might think, “Maybe if I become an even bigger asshole, I’ll be successful like Steve,” the authors note in their paper. That is not the case, Anderson says.

“My advice to managers would be to pay attention to agreeableness as an important qualification for positions of power and leadership,” he says. “Prior research is clear: Agreeable people in power produce better outcomes.”

PHOTO: JIM BLOCK



PRODUCTIVITY

HARVEST TIME

How to stay on top of your game

BY KRYSTEN CRAWFORD

Sahar Yousef, a UC Berkeley-trained neuroscientist and Haas lecturer, teaches Becoming Superhuman, a class on the science of productivity, performance, and wellness. Here, she highlights research-backed strategies for maintaining productivity.

Prioritize shut-eye. Sleeping at least seven hours a night is the single most important driver of optimal brain function. Only 1% of people can get less than six hours without adverse effects.

Plan around your biological chronotype. Your genetic sleep-wake cycle determines the hours of the day when your performance is highest—and when you’re prone to careless mistakes. These natural energy peaks and valleys should inform when you do certain types of work.

Schedule “focus sprints.” Two or more times a week, spend 50 minutes working distraction-free on a clearly defined set of tasks. No phone. No email. No multitasking. Write down what you aim

to accomplish, break it into small sub-tasks, set a timer, and go!

Create an off button. Burnout can happen quickly when working from home. Create clear physical and cognitive boundaries between your personal and professional life. When it’s time to end work, use movement or a sensory trigger (the same song, snack, or change of clothes) to help your brain transition and turn off.

Communicate asynchronously with your team. Remote work means delays and unpredictable access are the new norm. Live meetings aside, you should process and send communications in batched intervals. To prevent constant monitoring of inboxes, create a clear escalation protocol for true emergencies.

PHOTO: ISTOCK

#HAASOME



SHARING JOBS

Jonathan Hasak, EMBA 21, was appointed by Calif. Governor Gavin Newsom to sit on the State Rehabilitation Council where he’ll help evaluate and recommend laws that increase access to employment opportunities for individuals with disabilities. Hasak is currently senior director of scalable solutions at Year Up, a national job training organization that enables young adults to move from minimum wage jobs to meaningful careers.

The Takeaway

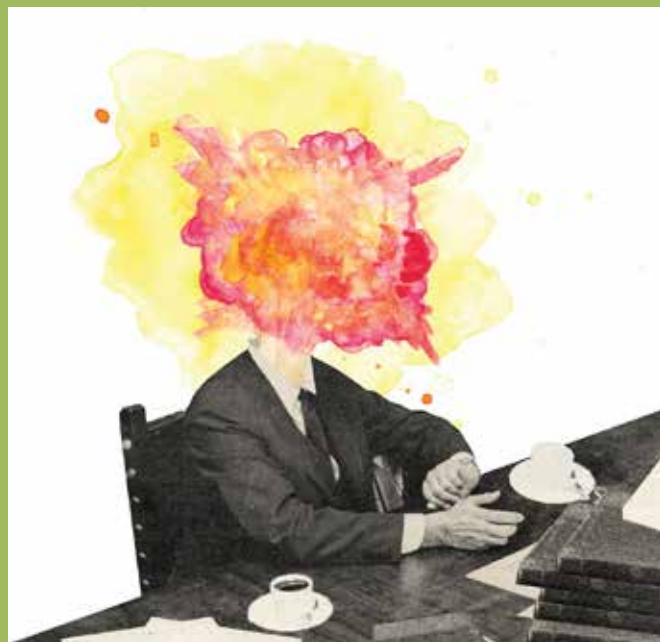
Even though jerks tend to engage in dominant behavior, their lack of communal behavior cancels out any advantage their aggressiveness gives them.

The Takeaway

Being a successful remote worker requires evaluating and perhaps restructuring your relationship with time.

More Online

Watch Lecturer Sahar Yousef’s video, The Neuroscience of Work-From-Home Productivity, at haas.org/productivity, part of Berkeley Haas’ Leading Through Crisis series.



WORKER HEALTH

STRESS MARKS

The price we pay for job stress

BY MICHAEL BLANDING

Just how bad can stress be for your health? If you're a CEO, it can literally take years off your life, says new research by Ulrike Malmendier, Berkeley Haas' Edward J. and Mollie Arnold Professor of Finance.

Malmendier and fellow researchers (including Marius Guenzel, MS 17, PhD 21) examined anti-takeover laws going back to the mid-1980s, then correlated the dates of their enactment with the lifespans of some 1,600 CEOs serving at large, publicly listed U.S. firms between 1970 and 1991. They also tracked CEOs affected by industry turmoil, like the financial crisis of 2007-08.

Regardless of the source of the stress,

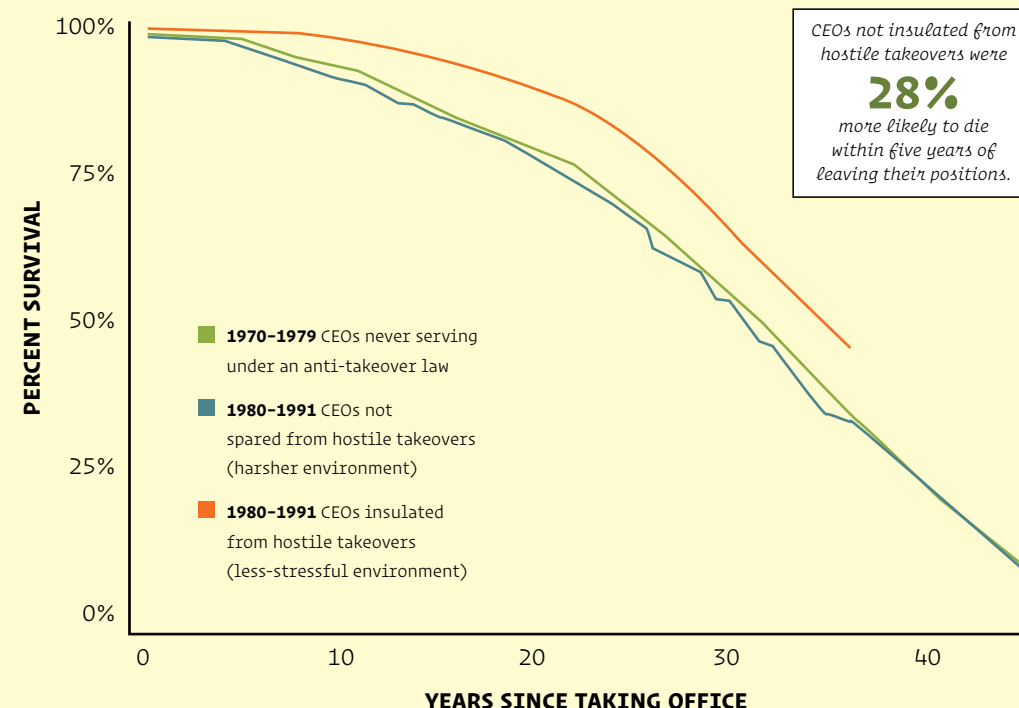
CEOs in high-pressure jobs visibly aged faster and died about two years earlier than those in lower-stress roles. "You might think that's not a lot," Malmendier says, "but actually it's huge. It's comparable to having been born decades later or to a significant health hazard, such as smoking for years of your life."

Malmendier hopes that the study can lead to further research looking at the impact of workplace stress on health and life expectancy and what can be done to mitigate it. "It's easier to look at this with CEOs, but I would worry even more about people at the bottom of an organization in dealing with stress and financial constraints," Malmendier says.

PHOTO: LUISA JUNG

Stressful Business Environments and Life Expectancy

Some states have laws protecting firms from hostile takeovers, which no doubt let CEOs sleep easier at night. The researchers examined such laws going back to the mid-1980s.



Financial Distress and Aging

Researchers ran 3,000+ photos of 466 recent CEOs through facial recognition software and used machine learning to judge their relative ages before and after the financial crisis of 2007-08. The result? The CEOs appeared to age faster by more than a year, on average, after having gone through the crisis. Some CEOs, as shown here, appeared even older.

PHOTOS: GETTY IMAGES

BEFORE & AFTER

Jim Donald, CEO of Starbucks from 2005 to 2008.



December 2004,
before becoming CEO of Starbucks
Actual age: 50.76
Computer-predicted age: 53.47



May 2009, after being fired
Actual age: 55.18
(+4.42 years)
Computer-predicted age: 60.45 (+6.98 years)

The Takeaway

Periods of heightened job demands can shorten the lifespans of CEOs and visibly age them faster than normal.

#HAASOME



HOUSE OF INNOVATION

Berkeley Haas secured a historic Julia Morgan house on Piedmont Avenue to serve as an entrepreneurship hub for cross-campus student collaborations. Haas is raising funds to renovate the building, which will feature gathering spaces and conference rooms for student entrepreneurs. The building supports Berkeley Haas' efforts to become the preeminent institution for purpose-driven entrepreneurship and entrepreneurial thinkers.

TECHNOLOGY

Intelligent Growth

The effects of AI on firms and industries

BY MORGAN FOY

Artificial intelligence technologies perform myriad business tasks, including targeting online ads, making predictions, and assessing risk. But which companies have benefited most from AI's emergence—and has it affected economic growth and firm productivity more broadly?



MANAGEMENT ELITE

Prof. David Teece's influence was doubly recognized this fall. He was ranked as the world's most-cited scholar in the field of business and management in an analysis of author citations published by the journal *PLOS Biology*. And he was inducted into the 2020 Thinkers50 Hall of Fame, which recognizes distinguished management thinkers whose work has profoundly impacted the world of management and how organizations are led.

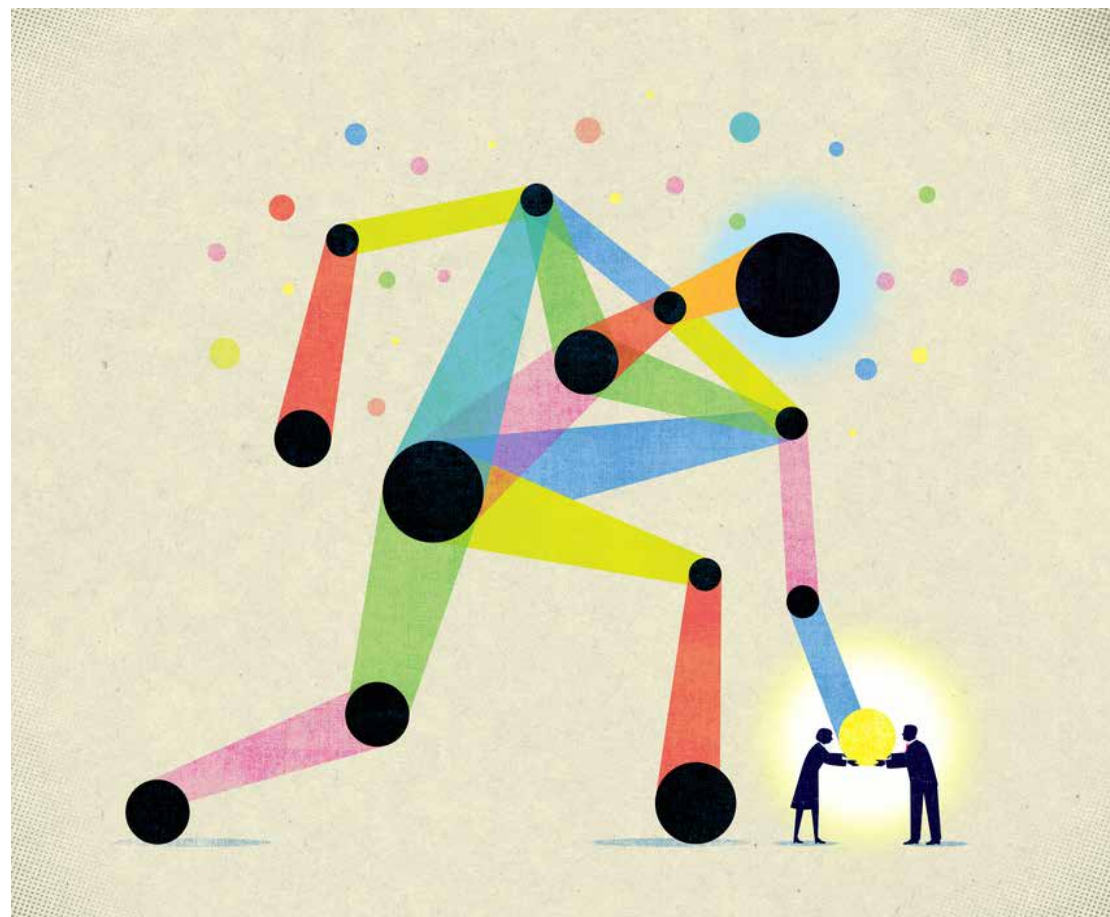


ILLUSTRATION MICHAEL AUSTIN

In examining those questions, Berkeley Haas Assistant Professor Anastassia Fedyk and co-authors found that firms that invested more in AI technology increased sales and employment, leading to higher levels of industry concentration.

As for economic growth, companies investing more in AI technology had higher growth rates from 2010 to 2018. They found that firms with a one standard deviation increase in the share of AI workers experienced an additional 15% growth in sales, and, interestingly, a 13% increase in employment—assuaging some concern that AI technology would replace jobs.

“Superstar” firms, those with larger market shares, higher cash reserves, and greater use of R&D, were more likely to invest in AI. Because AI relies on big datasets, it's possible that larger firms benefit from this technology as they can more efficiently tailor products to different consumers.

Unlike the adoption of robots, which other researchers have found increases employment at the firm level but decreases employment at the industry level, Fedyk found that the firm-level benefits from AI aggregated into industry-level growth in sales and employment. In other words, firms benefitting from AI did not do so at the expense of other companies within the industry.

The researchers' findings were driven by firms that were already larger and more productive before the adoption of AI. For instance, the largest third of companies increased sales by 17%, while the smallest third of companies saw no increase at all. Moreover, these large firms simultaneously expanded into new geographic and product markets. Thus, the new AI technology helped the most productive firms scale more efficiently, the researchers say.

“We see that by facilitating the rise of the ‘superstar’ firms, the new technology is leading to increases in industry concentration,” Fedyk says. This is not necessarily a bad thing, she notes, as more market share is being allocated to more productive firms.

Despite this AI-fueled expansion, there was no evidence that AI-adopting firms increased their output-per-worker or were able to charge higher markups on their products as a result of the technology. However, the researchers cautioned that such productivity gains may take some time to materialize.

PHOTO: PICTURELUX/THE HOLLYWOOD ARCHIVE/ALAMY STOCK PHOTO



MANAGEMENT

RETENTION FATE

The impact of skilled managers

BY MORGAN FOY

Turnover is a critical issue for any company, but it's even more critical in the tech sector, where workers with specialized knowledge are difficult to replace. But there's something companies can do to keep top talent around: employ skilled managers, says research by Haas Prof. Steve Tadelis.

Tadelis and co-author Mitchell Hoffman of the University of Toronto conducted research at a large tech company and found that employees who were assigned to managers displaying a high degree of people-management skills were less likely to leave the company than those assigned to less-skilled managers.

Specifically, if an employee moved from a manager ranked in the bottom 10% of a people-management score to a manager ranked at 90% or above, they would be 60% less likely to leave the company, the researchers concluded.

The researchers looked at a variety of jobs, including engineering, finance, and marketing, and found that the results were stronger for employees at higher levels of the company with more demanding jobs.

However, people-management skills were not associated with other measurable outcomes. Better managers did not spur more employee patents, for example, or lead to better subjective job performance or a higher probability of promotion. In other words, better people-management skills may not make workers more productive, but they do improve their job satisfaction.

The Takeaway

AI has helped “superstar” firms such as Amazon, IBM, Apple, and Alphabet get even bigger. But there was no evidence they have become more productive.

The Takeaway

Skilled managers keep employees happier and less likely to quit but might not spur higher productivity.

CAMPUS COLLABORATIONS

NEW PROGRAM FAST-TRACKS INNOVATION

Joint degree prepares students to shake up healthcare

BY KATE MADDEN YEE

Before Berkeley Haas' dual-degree Biology+Business program even launched, junior Michelle Podlipsky attended a biotech seminar hosted by program planners and knew she'd found her calling.

"Biotech firms are trying to bring life-saving therapeutics to market, but they don't necessarily know how to do that from the business side," she says. "I want to help them commercialize new therapies—and clear the various regulatory hurdles necessary to do that."

This fall, a generous donation from Berkeley alumnus Mark Robinson, BA 88 (history and political science), and his wife, Stephanie—part of a total gift of \$10 million to support bio-entrepreneurship at Berkeley—has given the program a new name: the Robinson Life Sciences Business and Entrepreneurship Program.

Podlipsky, BA/BS 22, is part of the first cohort and will have the opportunity to engage in two summer internships (one each in business and science) and to take a capstone course senior year for which she'll help a newly formed company evolve its nascent business.

The Robinsons' gift will be used not only to encourage students to create much-needed biomedical technologies but also to create scholarships aimed

at drawing more Black and Latinx students to the program. It will also establish a Biotechnology Entrepreneurship Center where early career scientists can fast-track technologies serving human health.

"One of our big goals is to create a loop of both entrepreneurship and giving back," Mark Robinson says. "We want to create leaders who will go out into industry and make a difference by developing

new medical devices, new therapies, new medicines that will change the course of human health."

For junior Gary Liu, the joint degree program has helped him envision a career that will allow him to use the knowledge he gains to maximum positive effect.

"I came into college as premed," he says. "But when I heard about this program, it struck me as a great combination of skills that would allow me to have even more impact than I would have as a physician."

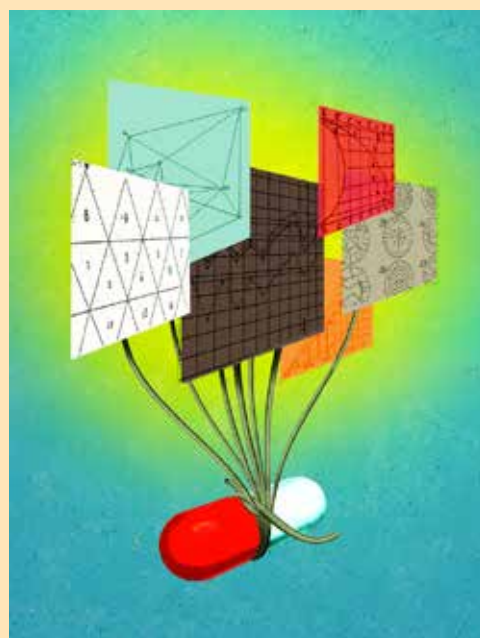


ILLUSTRATION: BRIAN STAUFFER

The Takeaway

"If this global pandemic has any silver lining, it's that it has emphasized the importance of healthcare and the need to get new treatments and therapies into the world," Podlipsky says.



PUBLIC HEALTH

Opening Way

A strategy to safely reopen without a COVID-19 vaccine

BY LAURA COUNTS

UNTIL WE HAVE MASS DEPLOYMENT OF AN EFFECTIVE vaccine, knowing who's infected with COVID-19 is key to stopping transmission of the virus. Testing capacity in the U.S. has improved, but it's still focused largely on those experiencing symptoms or who came into contact with someone who could be infected. This misses asymptomatic and pre-symptomatic individuals, who account for nearly half of the virus' transmission, scientists say.

PHOTO: LUKE MACGREGOR / ALAMY STOCK PHOTO

"According to our analysis, testing daily costs only twice as much as testing monthly."

But Haas Associate Professors Jonathan Kolstad and Ned Augenblick, together with Ziad Obermeyer of the School of Public Health, have found a compelling way to massively increase the scale and frequency of COVID-19 testing while drastically lowering costs—from \$100 to \$200 per test to just \$3 to \$5 per person per day.

Their solution? Combining pooled testing with machine learning algorithms that identify transmission patterns and predict risk.

In pooled testing, multiple peoples' samples are combined into one, to help boost capacity. If no virus is detected, the entire group is cleared with one test. But if the virus is detected in the pool—which can easily happen as infection rates rapidly evolve across geographic areas—each sample is tested individually to determine who's infected.

The most efficient pooling, then, would weed out the specimens likely to test positive before the group test is run.

That's where machine learning comes in. By using publicly available data from employers and schools, epidemiological data on local infection and testing rates, and more sophisticated data on travel patterns, social contacts, or sewage, if available, modelers can predict anyone's risk of having COVID-19 on a day-by-day basis, the researchers say. This allows for huge efficiency gains.

Of course, there are logistical challenges to putting high-frequency pooled testing into practice. But the researchers say they can be solved—particularly as less-invasive tests, such as the saliva test now undergoing a trial at UC Berkeley, come online.

Once solved, efficient pooling and more frequent testing actually drives down the number of tests needed—dramatically reducing the cost—and reduces the spread of the virus.

"According to our analysis, testing daily costs only twice as much as testing monthly," Kolstad says. "And daily testing can actively suppress the virus, whereas monthly testing really only allows us to see how badly things have gone."

The Takeaway

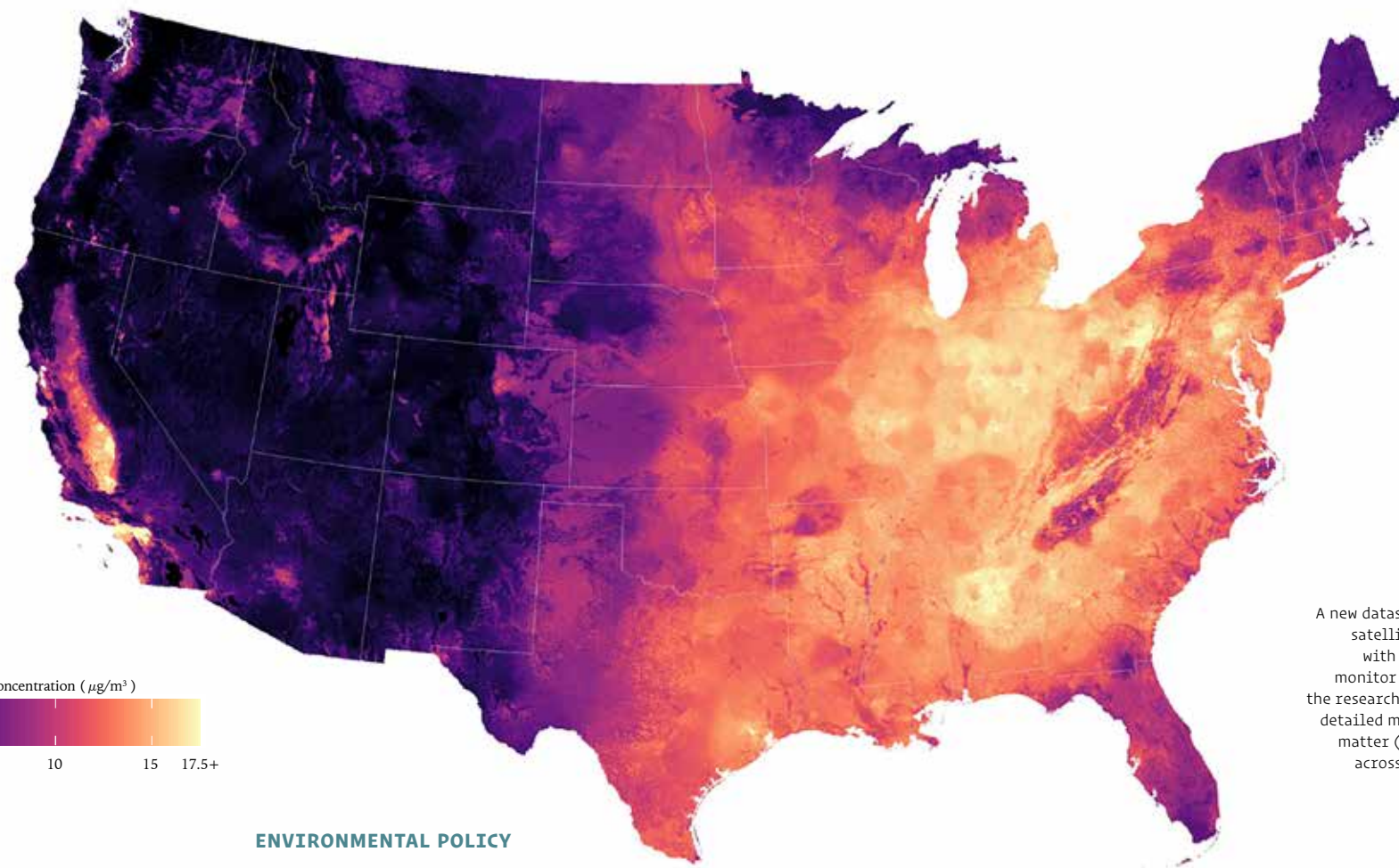
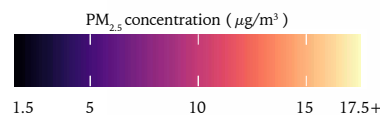
Pooled testing that harnesses machine learning makes costs not only viable but, when weighed against the alternative of prolonged closures, a tremendous deal.

#HAASOME



BRAND FAME

David Aaker, the E.T. Grether Professor Emeritus of Marketing Strategy, won the 2020 Sheth Foundation Medal for enduring and transformational contributions to marketing scholarship and practice. He was lauded as an “inspiring thought leader to marketers worldwide” and for his “seminal contributions to branding over many years.” Aaker is also vice chairman of the global branding firm Prophet. His latest book is *Own-ing Game-Changing Subcategories: Uncommon Growth in the Digital Age*.



A new dataset that combined satellite measurements with ground-level EPA monitor readings allowed the researchers to create this detailed map of particulate matter (PM2.5) pollution across the U.S. in 2005.

ENVIRONMENTAL POLICY

Coming Clean

Examining racial disparities in pollution exposure

BY MORGAN FOY

A GROWING BODY OF RESEARCH SHOWS THAT HIGH LEVELS OF AIR pollution have disproportionately affected health in minority and low-income communities, leading to reduced life expectancy. Until now, economists and other social scientists have often described environmental inequality as a story about economic inequality, says Haas Associate Professor Reed Walker. “However, income is a poor predictor of the gaps in exposure,” he says.

Walker and colleagues at Princeton University and the U.S. Census Bureau relied on advances in satellite measurements and machine learning techniques to examine how racial disparities in pollution exposure have evolved over the last 20 years. Their findings credit improvements in Black

community health outcomes to the enforcement of the Clean Air Act in the country’s most polluted areas.

“The existing research on air pollution has been hampered by a sparse Environmental Protection Agency monitoring network, but satellite-based

measurements of air quality have greatly expanded the ability of policymakers and researchers to fill in the huge gaps in exposure measurement throughout the U.S.,” says Walker. “We’ve used this new data to show how the Clean Air Act has led to a narrowing of the gap in pollution exposure between Black and white communities.”

Their research found that while African Americans were more likely to live in areas with higher pollution, the gap in average pollution exposure between Black and white Americans shrunk by more than 60% between 2000 and 2015.

Walker and his co-authors show that most of these improvements are driven by the Clean Air Act’s 2005 regulations for small particulates, which disproportionately reduced particulate matter in predominantly Black communities.

Each year, the EPA targeted counties that were not in compliance with the pollution standards. Those enforcement actions were effective, the researchers found, resulting in about 8% drops in pollution levels relative to those counties without crackdowns.

PHOTO: CHRIS GAEDE PHOTOGRAPHY

ILLUSTRATION: MICHAEL AUSTIN

DECISION-MAKING

MANAGEMENT BY DATA

When does delegation make sense?

BY MORGAN FOY

A major question in organizations is whether to keep decision-making power concentrated at the top or to cede control to lower-ranked managers.

“There’s this robust idea in economics that social systems in general and organizations in particular have valuable information

dispersed throughout the organization—it’s why we see so much delegation in private firms,” says Ernesto Dal Bó, the Phillips Girgich Professor of Business. However, he says, there’s little empirical research documenting whether that robust idea is true.

To analyze the tradeoffs of decentralized versus centralized control, Dal Bó, Prof. Frederico Finan, and colleagues worked with the Paraguayan government



on an experiment that gave GPS cell phones to government agents who advise farmers on best practices and crop pricing. The goal was to reduce shirking among those agents prone to slack off by tracking their locations. Before cell phones were randomly assigned, researchers asked supervisors which of their agents would most benefit from the technology.

Supervisors, it turned out, knew exactly which workers would improve with additional monitoring—assessments that weren’t based on any measurable performance traits or administrative records. Their selected agents increased farmer visits by 15%, while the agents the supervisors would not have picked did not change their behavior in a meaningful way.

Decentralization, then, makes sense when a centralized authority lacks information. But the researchers also found that central government would have been just as successful if it had first run a small pilot program and used the results to learn what employee data best predicts response to monitoring.

The Takeaway

A study forthcoming in *Econometrica* shows that data decreases the benefits of decentralization by reducing the information gap between different levels of an organization or government.

The Takeaway

Air quality improvements spurred by the Clean Air Act are responsible for improved health outcomes in predominantly Black communities.

Pro golfer **Collin Morikawa**, BS 19, won the 2020 PGA Championship in his first-ever attempt thanks in part to a business strategy born at Berkeley Haas

The Perfect Plan

BY MIC

BY MICHAEL BLANDING



COLLIN MORIKAWA, BS 19, *sized up a putt during a sudden-death playoff round at a PGA tournament in Fort Worth, Texas, this past June.*

The ball was just three feet from the hole, a simple shot, and Morikawa was already mentally celebrating victory. “I thought all the hard work was done, and I had already hit all my bad shots,” Morikawa remembers. He tapped the ball—then watched it spin around the cup and out of the hole. “The biggest thing I learned from that week was to never get ahead of yourself. Every shot counts; everything you do matters.”

That lesson paid off two months later as he knocked in a seven-foot putt on the 16th hole to seal his victory at San Francisco’s Harding Park Golf Club in the 2020 PGA Championship—one of golf’s four prestigious major championships. Holding the giant silver trophy aloft, Morikawa was elated to follow in the footsteps of golfing greats, including his childhood hero, Tiger Woods. But he wasn’t surprised to find himself on the pinnacle of golfing greatness. After all, he’d been preparing for the moment for four years as an undergrad at Berkeley, calculating everything he’d need to do to achieve his goal—and learning from

his mistakes along the way. “I just felt very comfortable in that scenario because I had worked so hard,” Morikawa says.

He fell in love with golf early, following his parents to the range while growing up in Los Angeles and taking his first lesson at age five. He was inspired watching Woods—a young, Asian American golfer like himself—transform the sport.

Morikawa enrolled at Berkeley with a single-minded focus to learn how he could succeed as a professional golfer, treating the endeavor as much as a job as a sport. “If you look at big professional athletes, they’re running their own business, which is their name and their brand,” he says. “I wanted to invest in my future and learn as much as I could so when I turned pro I would be ready for the outside world.” He gravitated toward Haas, taking courses in finance, marketing, and entrepreneurship.

He was aided by Haas Lecturer Stephen Etter, BS 83, MBA 89, who first met Morikawa in his corporate finance class. In the past, Etter has taught a finance and branding course specifically tailored to student-athletes. Now, along with men’s golf coach Walter Chun, BS 01, Etter helped Morikawa plan his strategy. “Collin was very analytical and thoughtful, examining all aspects of being a professional,” Etter says. “Being a pro golfer is akin to being an entrepreneur; no team takes care of logistics for the player.” Together, they explored every element of his eventual career, from planning hotels, airlines, and dry cleaning for a 12-event tour to making decisions about brand endorsements (Morikawa signed multiyear deals with TaylorMade and Adidas upon turning pro). “We went through the complete business plan process,” Etter says, “thinking through what it meant time-wise, how it set him up for other endorsements, what it meant in terms of social responsibility and ethics, what it said about him as a brand.”

At the core of Morikawa’s plan was a fierce competitive spirit. At Cal, he followed a rigorous training schedule that paid off with a three-week stint as the top-ranked amateur golfer in the world in 2018 and five championships, including the PAC-12 Championship in 2019. His competitiveness carried over to his academic classes as well. “Maybe I wasn’t going to be the smartest student in every class, but I thought I could compete with every other Haas student,” Morikawa says. “Granted, in a lot of classes, I’d show up and 90% of the class knew more than me, but that just allowed me to learn.”

More than anything, Etter and Chun instilled in Morikawa tenacious time management, asking

PHOTO PREVIOUS SPREAD: KOJIRO KINNO/SPORTS ILLUSTRATED VIA GETTY IMAGES; THIS PAGE: PETER DASILVA/UP/ALAMY LIVE NEWS

In addition to his major championship win, Morikawa has two other first-place finishes on the PGA tour: the Barracuda Championship in 2019 and the Workday Charity Open in 2020.



PHOTO BOTTOM: GLENN VOZA/CSM/ALAMY LIVE NEWS

him to always consider how much time he had on the range, to study, and for his girlfriend. “He made every minute count,” Etter says.

Morikawa credits the approach with making him a better golfer. “School taught me a lot about being efficient, and I bring that now to what I do,” he says. Golfers are often on the road, and Morikawa learned to study while traveling to keep up academically. He still found time to have fun, exploring the dining scene in San Francisco with his girlfriend, Katherine Zhu, a golfer in her own right who attended Pepperdine University in Malibu. Golfers typically engrave their clubs with different names, and Morikawa always made his food related. “Throughout college, I was stamping steak and different cuts of beef,” he says. “Every one of them now has a breakfast item. It keeps it fun for me to have that in my golf bag.”

While Morikawa easily could have left college to go pro, he stayed to soak up every lesson he could. “I used my senior year to get prepared, figuring how much I was going to travel, what kind of stretching routines I was going to do, how much practice I was going to give myself before and after rounds.”

Morikawa’s diligence paid off as he hit the circuit after graduation last year, tying for second in one tournament and fourth in another to earn his PGA Tour card for the 2019–20 season. In fact, he started his career with 22 consecutive cuts (that is, he made the cut after the first rounds of a tournament to play in the weekend rounds)—a record only bested by Tiger Woods, who started his career with a streak of 25. Morikawa attributes his quick start to careful planning that set him up to focus on the sport. “All I had to do was play golf, and that’s what I do best,” he says.

Despite his missed putt in Fort Worth, he stayed competitive throughout the tour, entering the PGA Championship in San Francisco in August in a good position to win. His victory was by no means assured, however. In the last round, nine players traded the lead heading into the back nine. Morikawa separated himself from the pack on the 14th hole, chipping in a 54-foot shot from the rough to take the lead by one point. That was nothing, however, compared to his shots on the 16th hole. Previously, Morikawa had decided he would take the hole in two drives, but at the last minute, he changed his mind, driving his opening shot 293 yards onto the green, just seven feet from the hole. “I had an opportunity, and I made something out of it,” he says now about the shot. Sinking the putt put him ahead by two, virtually assuring him the trophy with two holes left.

This time, however, Morikawa took nothing for granted. “Obviously, that was the shot I’m going to remember forever, but this is a major championship, and anything can happen, so you’ve got to finish it out.” His focus paid off as he finished out the last two holes, ending up 13 under par for the tournament, two strokes ahead of the next player. After sinking the last putt, he allowed himself to take in the enormity of his victory: the first pro golfer to win the championship on his inaugural tour in nearly a decade. And at 23, the third-youngest winner in the modern history of the tournament.

“It felt amazing, and it felt right,” Morikawa says. After all of his years planning for the moment, the win didn’t feel like a dream at all but something he’d earned through diligence and hard work. Since the victory, Morikawa has already been considering the next stage of his career, including how to invest the \$1.98 million in prize money and grow his brand. “Obviously, life has gotten a lot busier,” he says. But despite his impressive accomplishment, he sees it not as the culmination of a lifelong goal, but as the first step in a successful career. “I think back to being a kid and now living out my dream,” he says, “and I want to keep this going forever.” HAAS

Golfers typically engrave their clubs with different names, and Morikawa always made his food related (shown at left). “Every one of them now has a breakfast item,” he says. “It keeps it fun for me to have that in my golf bag.”

AT BERKELEY, MORIKAWA GRAVITATED TOWARD HAAS. “IF YOU LOOK AT BIG PROFESSIONAL ATHLETES, THEY’RE RUNNING THEIR OWN BUSINESS, WHICH IS THEIR NAME AND THEIR BRAND. I WANTED TO... LEARN AS MUCH AS I COULD SO WHEN I TURNED PRO I WOULD BE READY FOR THE OUTSIDE WORLD.”

The Takeaway

“Everything you do matters,” Morikawa says. “If you start getting ahead of yourself, you settle for mediocrity.”

CONNECTIONS

Cal Men’s Golf Coach Walter Chun, BS 01, and Haas Lecturer Stephen Etter, BS 83, MBA 89, helped Morikawa plot every element of his eventual career, from planning travel to selecting brand endorsements.

More Online

Watch Morikawa’s 293-yard tee shot and eagle putt at the 2020 PGA Championship—considered “epic” by CBS Sports—that set him up to win the tournament: haas.org/morikawa-win.

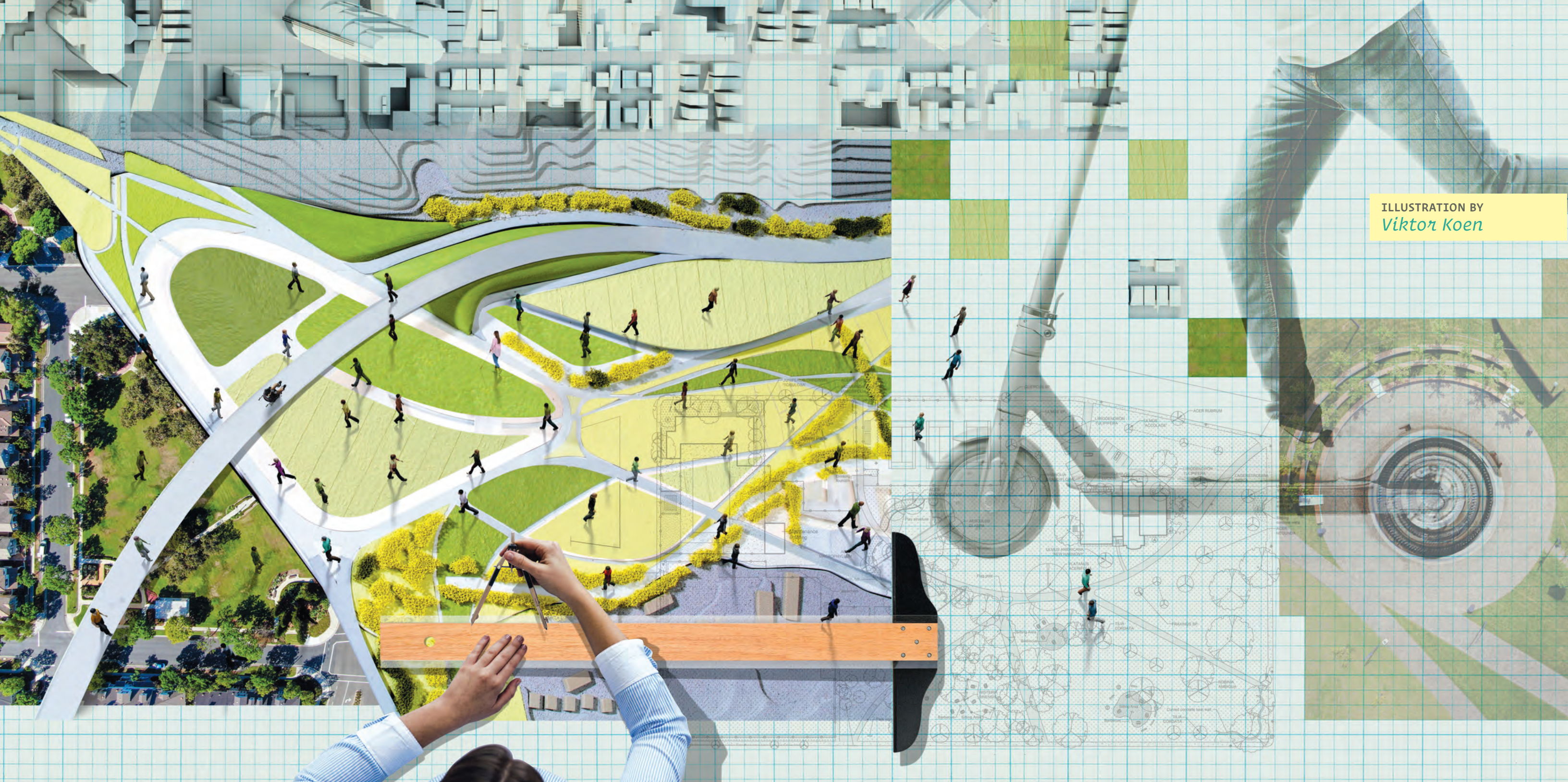


ILLUSTRATION BY
Viktor Koen

SPACE, REIMAGINED

Haas alumni
rethink our
physical world
By Krysten Crawford



Street curbs used to serve one purpose: to keep pedestrians and vehicles from colliding. Today, they are microcosms of urban bustle. Cars, buses, delivery trucks, bikes, scooters, pedestrians, and, increasingly, roaming robots all jockey for finite space. As the COVID-19 pandemic lingers, restaurants, too, have spilled onto sidewalks and into streets.



GENE OH, BS 99
CEO, Tranzito

Gene Oh, BS 99, looks at this curbside jam and sees opportunity for disruption. “There’s a huge supply-demand mismatch,” says Oh, CEO of urban transit planning and operations company Tranzito. “And autonomous vehicles and drones will only make this mismatch larger.” Oh believes that curbs, especially on-street parking and bus stops, need to be repurposed for this smart cities future. Imagine, for example, clusters of sidewalk lockers for delivery drop-offs and reservable spaces for delivery and car-service drivers. Benjamin Fong, MBA 17, says the implications of street design go beyond logistics and human safety. “The road is a metaphor for society,” says Fong, a former Berkeley city planning commissioner. “It reflects how we work with each other and interact with each other on a very subconscious level.”

To Fong, our streets represent an existential crisis. “We’ve lost our connection with each other,” he says. Sheltering in place and social distancing during the pandemic, he adds, have made us acutely aware of the physical boundaries that limit us.

Fong is not the only one who sees this disconnect. Conversations with 15 Berkeley Haas alumni and faculty who think deeply about the spaces in which we live and work reveal a paradox: As much as we try to avoid each other to stay healthy, our need for in-person connections has never been greater. Technology plays an important role—but in ways that are often less sci-fi than we might think.

“The silver lining of COVID-19 is that we have the perfect opportunity to experiment with our



PHOTO: COURTESY SPIN

spaces,” says Fong, who serves as director of business development at e-scooter sharing company Spin, a Ford subsidiary. “Now is the time for us to figure out how to use our physical surroundings to build stronger communities and in ways that are more human-centric.”

URBAN CONCERNS

No one, of course, has a crystal ball. COVID-19, Black Lives Matter, economic devastation, and climate change are all powerful forces that promise to

reshape society in ways that cannot be foreseen. Some crises may simply accelerate preexisting trends.

Molly Turner, a Haas lecturer and expert on technology’s impact on cities, says one outcome is all but certain: The pandemic will catalyze sweeping changes in our way of life.

“Some of our most transformative urban innovations have been a result of public health crises,” says Turner, who co-hosts the podcast Technopolis (haas.org/technopolis-podcast), about technology and urban environments. “We developed flushing

toilets, urban parks, and aqueducts so our cities would be more safe and sanitary and allow us to live in high density with each other.”

But the pandemic won’t empty out cities for good, says Turner. “Big cities are not dead because of COVID-19,” she says, noting that past predictions of de-urbanization in the face of health threats never panned out. Similarly, the advent of telecommunications was expected to inspire a mass city exodus as people realized they could connect from afar without the high costs of urban

Micromobility options, such as shared scooters and bikes, are vying for curb space along with ride-hailing services, mass transit, on-demand delivery vehicles, restaurants, and pedestrians. Curb space needs to be rethought and streamlined, say members of the Haas community.

“NOW IS THE TIME FOR US TO FIGURE OUT HOW TO USE OUR PHYSICAL SURROUNDINGS TO BUILD STRONGER COMMUNITIES AND IN WAYS THAT ARE MORE HUMAN-CENTRIC.”

—Benjamin Fong, MBA 17



MOLLY TURNER
Lecturer, Berkeley Haas

↑ CONNECTIONS

Benjamin Fong, MBA 17, credits Molly Turner’s Tech and the City class for teaching him how to think creatively about new solutions to urban problems.

↑ The Takeaway

The pandemic will catalyze sweeping changes in our way of life. Rethinking how we inhabit our physical world can lead to a stronger, more equitable society.



JENNIFER CHATMAN
Professor, Berkeley Haas



CRISTINA BANKS
Senior Lecturer,
Berkeley Haas

living. “Enough people still chose to live in cities so they could be in close physical proximity to each other,” she says.

By necessity, however, cities will have to change beyond figuring out how to get workers safely into offices. For example, if retailers move the bulk of their sales online, empty storefronts will need to be filled. Some cities already are thinking about converting vacant office spaces into residences.

Victor Santiago Pineda, BS 03, BA 03 (political economy), MCP 06 (city and regional planning), reimagines cities as more accessible. A globally recognized urbanist and social impact entrepreneur, Pineda stands by the United Nations’ pre-COVID predictions that by 2050 two-thirds of the world’s population will live in urban areas. Yet, he says, 70% of the infrastructure needed to accommodate that growth hasn’t been built yet.

“This is, unquestionably, the urban century,” says Pineda. “[But] nearly everything that humanity has built since the inception of cities will need to double to keep up with population’s demand.”

As president of World Enabled, a global education and consulting group shaping more inclusive societies, Pineda helps empower leaders to build better cities for people with disabilities and older persons. Pineda himself has used a wheelchair and other assistive technology since childhood and has for nearly 20 years worked with the UN and businesses to ensure that disability rights are seen as human rights. “Our cities are failing us,” he says.

To be accessible and inclusive, cities and private organizations need to unlock data-driven “inclusive innovation” to accommodate the unmet needs of nearly 600 million people with disabilities who live in cities, says Pineda. For example, how will AI, blockchain, delivery robots, and drones frustrate or enhance access for people with visual, hearing, mobility, or intellectual impairments? Are companies thinking about the co-benefits of smart, green, and inclusive design?

Via World Enabled and UC Berkeley’s Inclusive Cities Lab, an interdisciplinary research initiative that Pineda founded and directs, he’s launched a global campaign to ensure 100 cities prioritize inclusion and accessibility as they build infrastructure, both physical and digital, over the next 50 years. To date, New York, Berlin, Rio de Janeiro and 27 other municipalities have signed onto the Cities4All initiative, which plans to measure progress via an inclusive cities index.

“Everything we do to address climate change, racial and gender inequality, education, and employment will be won or lost depending on whether we get our physical infrastructure right,” says Pineda.

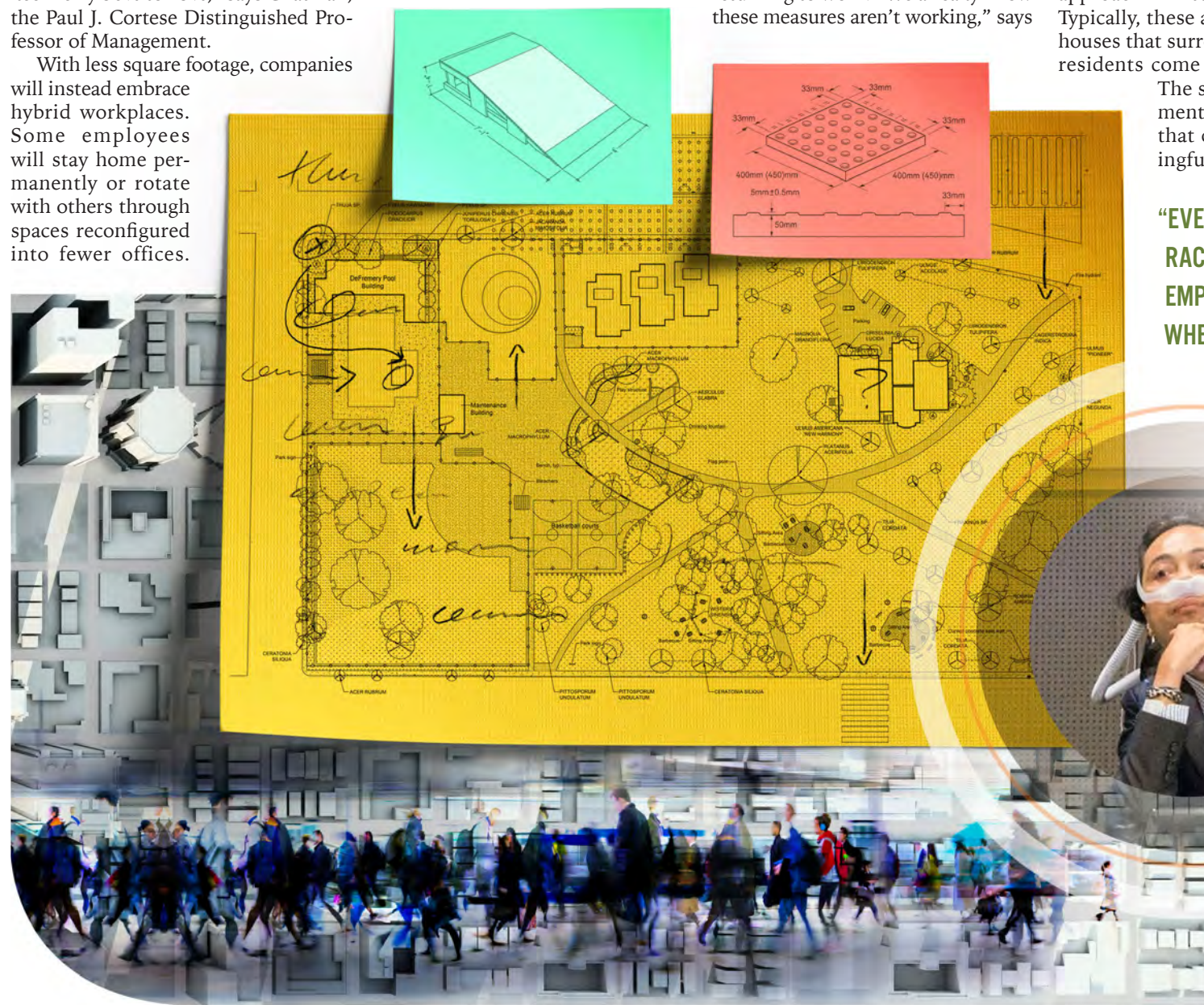
THE NOMADIC WORKPLACE

Of all the trends catalyzed by the pandemic, the shift to remote work was especially swift. Almost overnight, lockdowns forced millions of U.S. workers to turn spare rooms, tabletops, and even closets into fully functioning offices.

Companies such as Facebook, Twitter, Microsoft, and Dropbox have moved to allow more, or even all, of their employees to work remotely. As more companies follow their lead, Jennifer Chatman, a Haas professor and expert on workplace culture, says the traditional downtown corporate office is headed for a massive shakeout.

“I believe within five years, the real estate footprint of most nonmanufacturing organizations will decline by 50% to 75%,” says Chatman, the Paul J. Cortese Distinguished Professor of Management.

With less square footage, companies will instead embrace hybrid workplaces. Some employees will stay home permanently or rotate with others through spaces reconfigured into fewer offices.



The dominant feature will be large collaboration rooms where small groups of employees can brainstorm and engage in the kind of spontaneous interactions that she calls the lifeblood of culture and organizational life.

Cristina Banks, a Haas senior lecturer and director of the Interdisciplinary Center for Healthy Workplaces, also expects to see shifts away from traditional corporate settings to more flexible work arrangements in the home, coffee shops, or neighborhood “coworking” spaces.

One fad that is unlikely to outlast COVID-19? The so-called socially distanced office of six-foot safety precautions, one-way hallways, and plexiglass dividers that have dominated discussions of returning to work. “We already know these measures aren’t working,” says

Banks. “An engineering approach to social distancing won’t work unless it also takes human behavior into account.”

SIMPLER WAYS OF LIVING

Even before COVID-19, Eric Cress, MBA 04, was seeing a desire for fresh innovation among homebuyers and renters—namely, a thirst for stronger community through physical interaction.

“When you’re living in an apartment or condominium, you’re so close to other people, but you don’t have that neighborhood feel,” says Cress, a principal at Urban Development + Partners in Portland, Oregon.

Cress says a growing number of buyers—from young city dwellers to retiring baby boomers—approach him to build their own communities. Typically, these are either condos or stand-alone houses that surround large common areas where residents come together to dine or do chores.

The size of the “cohousing” development varies, but the common link is that dwellers seek to develop meaningful relationships with others.

“EVERYTHING WE DO TO ADDRESS CLIMATE CHANGE, RACIAL AND GENDER INEQUALITY, EDUCATION, AND EMPLOYMENT WILL BE WON OR LOST DEPENDING ON WHETHER WE GET OUR PHYSICAL INFRASTRUCTURE RIGHT.”

—Victor Santiago Pineda, BS 03



ERIC CRESS, MBA 04
Principal, Urban
Development + Partners



VICTOR SANTIAGO PINEDA, BS 03
President, World Enabled
Founder & Director, UC
Berkeley Inclusive Cities Lab

The Takeaway

The traditional downtown corporate office will change dramatically post-pandemic. Many companies will require less space, opting instead for hybrid workplaces.

PDX Commons cohousing in Portland, Oregon, developed by Eric Cress, MBA 04, and his company, Urban Development + Partners. Cohousing buildings typically include small, fully appointed condos designed around a courtyard and several common amenities, such as a large kitchen and dining area, media room, and exercise facility.



ALEJANDRO MALDONADO, EMBA 16
CEO, HUM



OMAR TÉLLEZ, MBA 96
Former President, Moovit (sold to Intel)

“The idea is to recreate the neighborhood from your youth, where everyone around you knew each other,” says Cress. While cohousing is still a niche, he says interest is growing and has spiked during COVID-19. His firm now has nine cohousing projects in the works, up from one development five years ago. “For a lot of buyers,” he says, “it’s about getting back to basic human needs.”

PHYSICAL + VIRTUAL SPACE

Last March, the coronavirus had Alejandro Maldonado, EMBA 16, and his team scrambling. His company, HUM, offers an artificial intelligence platform for helping property developers and managers sell living spaces. But it was meant for showrooms, not home lockdowns. For three weeks, they raced to build an entirely new application so prospective homebuyers and renters could tour dwellings remotely.

Maldonado, HUM’s CEO, says the pandemic forced the real estate industry to wake up to strong consumer disdain for the homebuying and renting process, an experience that can be enlivened with virtual technology.

“Most people have a difficult time envisioning an unbuilt or empty property, and that’s stressful,” says Maldonado. “They want more personalization and customization.”

Omar Téllez, MBA 96, also sees a merging of physical and virtual worlds for the better. He

first saw that promise as the founding president of Moovit, the popular mobility-as-a-service provider that Intel bought this spring for \$900 million. Moovit helps 865 million users in 3,200 cities worldwide plan their transportation.

Today, Téllez is thinking about how 5G cellular networks will revolutionize human experience. That’s because Téllez serves as vice president for strategic partnerships at Niantic, the Pokémon GO mobile game maker founded by classmate John Hanke, MBA 96. In August, his team announced a major alliance with some of the world’s largest telcos that Téllez says will finally enable spectacular integrations of our physical and virtual worlds.

“With 5G technology, the glitches or latencies that limit virtual experiences on the phone or with alternative-reality glasses have gone away,” says Téllez. Now, app developers like Niantic can overlay images onto the physical world, smoothly enabling more social and immersive experiences. Imagine, for example, going to a park to play Minecraft with friends and the actual trees become part of your Minecraft landscape.

The speed, versatility, and stability of 5G communications will touch every aspect of our lives, Téllez says. The “smart city” will no longer be just a buzzword. Cameras and sensors will enable near real-time responses to changes in curbside traffic flows or energy use. Tourists could instantly learn

ILLUSTRATION: COURTESY URBAN DEVELOPMENT + PARTNERS

The Takeaway

One trend among homebuyers and renters is a desire for stronger community through physical interaction, often via cohousing arrangements.

about historic landmarks by looking at them via virtual-reality glasses. Commuters will see departure times superimposed onto subway entrances.

“5G promises to completely transform the way people interact with each other and the world around them, says Téllez. “When these two worlds—the physical and the virtual—collide, it will create beautiful new places, and we will all be better off.”

HOUSING FOR ALL

Michelle Boyd, MBA 19, is the program director of the Housing Lab, a UC Berkeley accelerator for ventures addressing the high cost of housing via finance and construction solutions, creative living models, and technology platforms. In California alone, she says, there’s a critical need to build two million houses in the next 10 years. But with the cost of a single subsidized housing unit in San Francisco reaching \$1 million, practical remedies can seem elusive.

Still, Boyd sees some promising ideas in her lab, an initiative within the Turner Center for Housing Innovation—for example, Factory OS and Project Frog, which manufacture entire walls and other building components offsite. Turner Center research has found that so-called modular construction

could reduce construction costs by 20% or more and building time by up to 40%.

Other solutions include accessory dwelling units, which homeowners install in their backyards and can rent—often at below-market rates because construction costs range from \$50,000 to \$250,000 depending on locale. Boyd is also optimistic about innovations in finance and construction that can make it easier to build “missing middle housing.” These are duplexes, say, or a fourplex, often built in single-family neighborhoods that mesh aesthetically and can be rented at affordable rates. The idea is to help those who are priced out of expensive markets but don’t qualify for low-income subsidies.

But like many affordable housing solutions, the cost remains high. “Many of these exciting ideas are still unproven,” says Boyd. “No one has really figured out how to build affordably and well in expensive markets.” Even so, she’s hopeful that, in a year of pandemic and protests, local and state governments may finally have the political support to address policies that perpetuate high living costs and the social inequities they perpetuate. “If we play our cards right,” she says, “there’s an opportunity for us to reimagine cities in ways that are more equitable.” HAAS

“MANY OF THESE EXCITING IDEAS ARE STILL UNPROVEN. NO ONE HAS REALLY FIGURED OUT HOW TO BUILD AFFORDABLY AND WELL IN EXPENSIVE MARKETS.”

—Michelle Boyd, MBA 19

MICHELLE BOYD, MBA 19
Program Director, UC Berkeley Housing Lab



Finding SERENDIPITY

Photographer **ANDREW KUNG**, BS 13,
captures the stories of overlooked communities

BY NANCY DAVIS KHO

Andrew Kung has always been enamored with the Deep South. His parents, immigrants from China, met and married in North Carolina. But it wasn't until the photographer visited the Mississippi Delta and captured the stories of a small Asian American community there—images shown on these pages and published in a 2018 New York Times audiovisual presentation—that his photography career took a profoundly meaningful, serendipitous turn.



Greenville, Mississippi

Jerome Seu owns the Min Sang grocery store, one of the few remaining Chinese-owned grocery stores in Greenville. He's worked there for more than 60 years. "Kids call us Chinese Black because we get along with them so well," he says.

“I GOT SO MANY COMMENTS FROM ASIAN AMERICANS IN THE SOUTH SAYING THEY FELT SEEN AND REPRESENTED FOR THE FIRST TIME,” KUNG SAYS.

“It was a turning point for me in realizing that I have a voice, and I have the power to uplift my own community through my photography. My role could be to build empathy.”

Photography—especially shooting portraits—was initially a hobby for Kung, who worked as a strategy and operations analyst at LinkedIn after graduation. “I liked that portrait photography was interactive and allowed me to build a relationship with the subject,” says Kung. Eventually, the lure of the lens led him to pursue a full-time career. He found early success photographing mostly people-centric photos for brands like Beats by Dre, HBO, Google, and Lyft.

The Mississippi Delta residents whom Kung and fellow Asian American photographer Emanuel Hahn captured are descendants of Chinese immigrants who settled there in the early 1900s. Many opened grocery stores catering to Black communities—at its peak in the mid-1970s, there were hundreds of grocery stores and an estimated 2,500

CONTINUED ON PAGE 33>



East Memphis, Tennessee

Artist Steve Yee in his backyard, captured by Andrew Kung. The Mississippi Delta project intensified Kung’s desire to uncover untold Asian American stories. “Hearing how Asians in Mississippi had to carve out personal and economic spaces for themselves gave me more empathy for the broader Asian American experience in the U.S.,” Kung says.



Brooklyn-based photographer **ANDREW KUNG** (apkung.com) grew up in San Francisco and aims to normalize Asian American beauty, belonging, and individuality through his photos. His 2019 photography book, *The All American*, counters traditional visual cues of “all-American” masculinity with photos of Asian American men in spaces where they often feel invisible—classrooms, corporate offices, bedrooms.

↑ CONNECTIONS

“Haas showed me how important it is to build connections with alumni and with my peers,” says Kung. “The ability to quickly build relationships and rapport has been deeply impactful to how I conduct photo shoots with large teams.”



Clarksdale, Mississippi

The interior of Wong's Foodland market has never changed. Once, there were hundreds of Chinese-owned grocery stores in the Mississippi Delta, most catering to their Black neighbors. The Chinese residents, though themselves discriminated against, often served as middlemen in segregated society.



Marks, Mississippi

Taylor Pang is a fourth-generation farmer and works for the Department of Agriculture. Most young Asian Americans move out of the area now seeking economic opportunity.



Greenville, Mississippi

Frieda Quon, a retired librarian for the Mississippi Delta Chinese Heritage Museum, wasn't allowed to attend white schools until after WWII, when rules relaxed due to China's allyship with the U.S. "After the Civil Rights Era, we gained [even] more rights," she says.

Chinese people in the Delta. The Chinese immigrants, though themselves discriminated against, often served as middlemen in segregated society. Economic opportunities are scarce these days.

Interviewing librarians, farmers, teachers, and grocers about experiences of blatant racism and bias growing up in a state where Asian Americans comprise less than 2% of the total population made Kung more aware of the limits inherent in his own perspective growing up in the Bay Area. "There were so many diverse people around that

you almost take it for granted," he says.

These days, with some Americans blaming the novel coronavirus on China, Kung sees the need for images that elevate the Asian American experience as more pressing than ever. "COVID-19 is amplifying blatant racism," says Kung. "My short-term goal is to use my platform to encourage fellow artists, entrepreneurs, Asian Americans, and people of color to speak up and build awareness in their respective communities. It's really important to use your voice." HAAS

The Takeaway

"We have an intuition about how we should approach problems," says Kung. "Trust those instincts, try them, and learn from them. The most important quality a person can have is the ability to gut-check themselves."

More Online

View Kung's "Mississippi Delta Chinese" audiovisual piece in *The New York Times*: [thedeltachinese.com](https://www.nytimes.com/2020/09/14/us/mississippi-delta-chinese.html).

FACING PAGE, FAR RIGHT

Welcome Event

The Shanghai Chapter arranged a virtual welcome for 40+ Haas Chinese admits, students, and new alumni with Chinese alumni worldwide. Large photo: Shuhong Ye, MBA 05 (China & Hong Kong). Small photos: Freeman Ding, MBA 11, president, Shanghai Chapter; Coco Kee, MBA 02 (NY); Ann Hsu, MBA 98 (Bay Area); Jack Duan, MBA 06 (Bay Area); and Faye Ning, MBA 23.

East Bay Chapter Bay Area Ridge Trail Hike

Pat Kirscher, BS 76. From left: Carol Diamantine, BA 72 (phys. ed.); Pat Kirscher, BS 76; George McLaughlin, MBA 83; Frank Rockwood, MBA 93; Vivek Vig, MBA 19; Sandra Stumbaugh, MBA 93; Jinwei Zhang, EMBA 19; Tenny Frost, exec. dir., Haas Development & Alumni Relations; Susan Rockwood, MBA 89; and Salvatore Gallo. **East Bay Chapter Mission Peak Hike:** From left: Sydney Pon, BA 21 (sociology); Andrew Pon; Lawrence Pon, BS 85; Tracie Pon; Dhaval N. Shah, MBA 02; Frank Rockwood, MBA 93; Susan Rockwood, MBA 89; Annie Chan, MBA 99; Dave Chan; Charmaine Clay, MBA 89; and Scott Willis.

L.A. Chapter Food Bank Volunteering

Evan Santiago, BS 14; Shirin Nataneli; Toby Anderson, BS 02; David Hudgins; Michael Thomas, MBA 08; and Jaclyn Grant, MSW 11 (social welfare).

Nashville Happy Hour: From left: Claire Li, BA 04 (political economy); Joey Newell, BS 97; Amy Cheng, MBA 03; Chris Woodruff, MBA 96; and David Zilberman, BCEMBA 11.

UK Chapter Zoom Event: Developing Your Power and Influence Masterclass

Presenter Connson Locke, MS 07, PhD 08, a professorial lecturer at The London School of Economics and Political Science.



East Bay



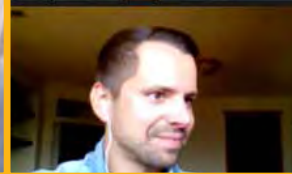
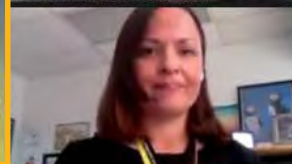
Los Angeles



Nashville



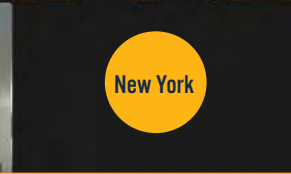
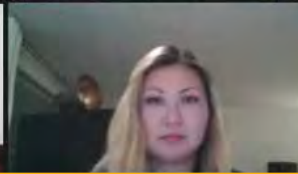
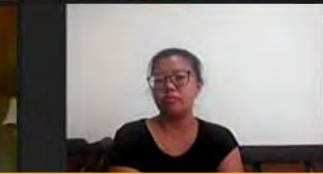
United Kingdom



Shanghai



Taipei Taiwan



New York

SHARE

THE HAAS COMMUNITY PAGES

Taipei Chapter Gathering
Members of the Berkeley Haas Alumni Network Taipei Chapter, gathering after COVID-19 shelter-in-place restrictions were lifted. The island was quick to contain the virus.

36 ALUMNI NEWS
39 PROFILE: Gina (Silveira) Huntsinger, BS 90

42 PROFILE: Val Yermakova, BS 16

47 PROFILE: Mikhail Shneyder, MBA 08

48 PROFILE: Elisse Douglass, MBA 16

51 PROFILE: Alexei Greig, EMBA 19

53 IN MEMORIAM

54 HAAS PERKS

56 ROAD TO SUCCESS

NY Alumni Chapter Event—Leadership is Love: The Power of Human Connection
Top row: Presenter Mark Rittenberg, Haas lecturer; Amelia Kusar, MBA 18; Hazel Zambrano, BS 12, Berkeley Haas' associate director of alumni communities; Jeannette Gerber, BS 89. Second row: Meili Hau, EMBA 19; Pulkit Agrawal, MBA 23; Raj Muhar, BS 16; Kalyan Pentapalli, MBA 18. Third row: Kriya Chantalat, EMBA 16; Samvel Mkhsian, BS 16; Brian O'Sullivan, MBA 11; Judy Chou, BS 96. Bottom row: Martin Szczepanik, MBA 18; Cathy Han, BS 01; Caitlyn Kuan, BA 98 (legal studies).

ALUMNI NEWS

The Big Question:

How have you gone Beyond Yourself this year?

UNDERGRADUATE

1954

Gerald Wheeler, of Orting, Wash., just finished working as an enumerator for the 2020 Census, where he met a lot of interesting people.

1975

Robert Hall, of San Rafael, Calif., is now a solo lawyer in Marin County, specializing in construction risk management. Hall helps contractors and owners negotiate and successfully sign contracts for residential and light industrial remodels and repair projects.

1983

Steve Peletz
See MBA 1999.

1984



Laura Bertolli, of Los Angeles, updates, "After decades of small business ownership and a stint in the corporate world, I am now focusing on my real estate brokerage and helping business owners sell their businesses (Business Team, Inc.). After a lifetime in the Bay Area, I followed my kids and moved to Los Angeles."

1989

Alice (Chou) Lin, of Singapore, writes, "After



working for Oracle for half my life, I decided a few years ago to retire from the corporate world to spend more time with family and on projects where I control my time more. I now split my time between nonprofit volunteering/foundation projects and family investments.

"My husband and I are spending the next six months in Taiwan, on the Yilan coast. We celebrated our 25th anniversary on September 16; ever grateful to have this wonderful man in my life. Our two adult boys came out from Northern California and spent some time with us, and we are doubly grateful they were willing to quarantine for 14 days with us to have family bonding time. Our eldest son, a UCLA grad, started a new job with STG in Palo Alto in private equity, while middle son, Matthew, graduated from Berkeley (Go Bears!) with a CS degree—sadly with only a Zoom graduation, though hopefully in 20 years he will be able to boast of his 2020 special graduation.

"After losing our youngest child to a senseless accident 4.5 years ago,

I am more conscious of what it truly means to live our lives beyond ourselves every day. Purpose has a different meaning for each person, but often purpose outside of ourselves gives us more reason to continue every day." Shown: Joel, Alice, Michael, Brandon, Matthew.



Marci (Bratman) Zaroff, of New York City, reports, "My newest venture, ECOfashion Corp., a 'Greenhouse of Brands,' launched in 2019 and has extraordinary momentum across all verticals: Farm to Home (on QVC), Yes And (D2C brand), and MetaWear (B2B private label sustainable apparel and home manufacturing). We are in fundraising and hiring mode, so please reach out with any ideas/contacts! marci@ecofashioncorp.com"

1990

Timothy Yee, of Alameda, Calif., continues to add new 401k clients in these challenging times. He writes, "Now more than ever, we must question the status quo and think beyond ourselves."

The Answer:

"I have made over 300 cloth face masks so far this year. They are lined and have nose wires. Still making them as long as they are needed."

—KAREN BERNARD, BS 90
RETIRED LEASING AGENT FOR COMMERCIAL REAL ESTATE

1992



Mister Emael (Ernesto Arellano), of Valencia, Spain, updates, "I continue as a cultural ambassador in Spain. I have tried to land a job at one of the official language schools run by the Spanish Ministry of Education and Culture, but the competition is fierce. This desire prompted me to move from Bilbao to Valencia, but unfortunately not in the site that I wanted. Looking for other options at this time.

"I am fearful that Spain will force us back into quarantine. Stay-at-home laws here are enforceable with steep fines, which of course aren't fun. At this point I'm open to moving to Berlin or London if the opportunity presents itself."

1994

Kevin Long, of Monterey Park, Calif., and his partners have started a new business venture named Protect-Gears, Inc., to manufacture and distribute protective masks and other equipment to fight the COVID-19 epidemic.

1997

Sybil Yang, of Oakland, Calif., received tenure as an associate professor at the Lam Family College of Business at San Francisco State University and was named faculty director of SFSU's Innovation and Entrepreneurship Fellows Program. "I've started volunteering as a business and entrepreneurship mentor at La Cocina SF, a small business food concept incubator with a mission to offer equitable opportunity for living-wage work and asset generation for entrepreneurial women."

2005

Chris Pawlik, of Manhattan Beach, Calif., described how his company, eprsquared.com, continues to offer clean energy solutions to the commercial real estate industry: "Earlier this year, as the pandemic was starting to affect the global economy, eprsquared.com was chosen to participate in the Second Century Ventures 2020 REACH Commercial class, an accelerator program run by the venture fund of the National Association of Realtors. We recently completed a commercial solar project in Santa Rosa, Calif., and couldn't be happier to be accelerating the growth of our company with an international real estate organization at the forefront of proptech. Although this year has proven to be challenging, our fund is capitalized and we are well positioned to continue working with commercial real estate owners to increase the value of their buildings while benefiting the economy and environment locally and globally. We don't expect the coming months (or years) to be easy, but we are confident that we are working to solve the right problems at the right time and optimistic that we will be able to find like-minded clients and partners who value our alternative approach to developing commercial solar."

2006

Libby Leffler Hoaglin writes, "I am thrilled to announce the arrival of our daughter, Hope Hilary Hoaglin. We welcomed Hope into the world this past spring at UCSF Benioff Children's Hospital in San Francisco. Hope was ultimately delivered by new #girl dad Dr. Mike, who jumped in to help bring Hope into the world. We are tickled pink, blue, and gold.

"We named our baby girl Hope because of the optimism, strength, and faith that hope inspires—something all of us

The Answer:

"I have recently taken up coaching women and people of color in California to achieve their creative goals. The time difference (from Spain) makes it challenging."

—MISTER EMAEL, BS 92
CULTURAL AMBASSADOR, SPAIN'S MINISTRY OF EDUCATION AND CULTURE

could use a little more of these days."

2008



Chérie R. Williams, of Los Angeles, was one of only 30 CPAs honored by

the American Institute of CPAs (AICPA) to attend its fall Leadership Academy, a program designed to strengthen and expand the leadership skills of promising young professionals. Williams began her public accounting career at Windes, Inc. Now a tax manager with the firm, her primary responsibilities are tax compliance and consulting for public charities, private foundations, high-net worth individuals, trusts, and tax-exempt organizations.



GO-TO GUY

Brian Saltsburg, BS 94, recently received the Los Angeles Chapter's first-ever President's Special Award in appreciation of his two decades of outstanding service to the Berkeley Haas Alumni Network L.A. Chapter. Presenting the award, Co-President Carl Jacobs, BS 65, noted Saltsburg's critical role in organizing many events, contributing to the chapter's strong financial footing, providing marketing expertise, and generally being the "go-to" guy—sentiments echoed by many past presidents at the event.

36

Berkeley HAAS

UNDERGRADUATES
CONTINUED

2009

Walmart selected Back to the Roots, the organic food and gardening company co-founded by **Nikhil Arora** and **Alejandro Velez**, as its 2021 Gardening Spotlight Brand for its focus on innovation and sustainability. The classmates were also featured on Amazon's homepage in July as part of Amazon's small business spotlight series.

Richard Zen, of Hong Kong, notes, "Doing

in a new position as the senior director for CBRE Global Workplace Services on the Snapchat account. We provide industry-leading real estate consulting services, including strategy, occupancy planning, transaction management, project management, facilities management, and property management for 1M square feet of real estate globally.

"My wife, Stephanie Spilker, our dog, Nugget, and I moved in June from South San Francisco down to sunny Marina Del Rey to be closer to the Snap Santa Monica

The Answer:

"I am helping Mayor Michael Tubbs in Stockton, Calif., with housing policy for the most vulnerable populations."

—ANJALI MENON, BS 11
FUSE FELLOW, OFFICE OF STOCKTON MAYOR MICHAEL TUBBS

attractive real estate debt deals in Hong Kong! Normally, you wouldn't hear those words uttered in the same sentence by a private equity investor, but these are far from normal times. Can't travel anywhere for work or leisure, so really taking the time to hike Hong Kong trails and cook at home. Work from home has been a blessing in disguise—I get to spend more time with my uber-cute 1-year-old daughter."

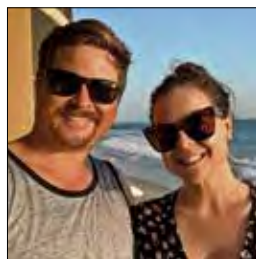
headquarters and my family in Huntington Beach."

2011



Anjali Menon, of San Francisco, reports, "As VP of Operations, I helped lead IfOnly to acquisition by Mastercard and am excited about the platform joining its team, Priceless. I was also selected as a fellow to assist Stockton, California, Mayor Michael Tubbs!"

2010



Brian Thomas, of Marina Del Rey, Calif., updates, "I just started my 10th year with CBRE

2012

Miraya Berke, of Oakland, Calif., announces, "I joined a new software



startup, Mixily, as the head of marketing. Mixily.com is an event hosting platform for IRL and URL events. I'm bringing my 8+ years of event-planning experience to help make the process easier for other event organizers."



Eva Lin reports, "Due to the pandemic, I've temporarily moved to Taiwan from London to be close to family. I am very pleasantly surprised by the connectivity of our Berkeley and Haas network—meeting old friends from my undergraduate years and making new friends at the recent Berkeley Club of Taiwan event. Many of us work remotely for our jobs based in the U.S./U.K. Some are new MBAs who are taking courses virtually. In times like these, we are more grateful than ever for the Berkeley and Haas community globally!" Shown: Burgundy wine tasting by the Berkeley Club of Taiwan in Taipei on August 29, 2020.

2014

Clement Kao, of San Francisco, updates, "I'm currently a product manager at Blend, a fintech startup digitizing the consumer lending ecosystem. We just raised our Series F round, and we're now officially a unicorn! We're actively hiring, so

if you're looking for a new role, check out our openings at blend.com. My newly published third book on product management, *Excellent Execution as a Product Manager*, is at haas.org/kao-book."

2015

Antonia Acquistapace, of New York, writes, "Most recently, I've worked at Better Mortgage, whose mission is to make homeownership more accessible by leveraging technology to reduce overhead and fees, which plague the traditional process. This year, I started a strategy team focused on optimizing our operations. We grew the team to 10 members and helped drive triple-digit yearly revenue growth.

"I'm currently on sabbatical volunteering full time on Biden for President's digital fundraising team. There is a lot at stake in this election, and I feel compelled to contribute."

2018



Liliana Hu Wu, of Oakland, Calif., writes, "Right after graduation, I organized one of the first hackathons aimed at undocumented immigrants' integration into tech, 'Stay Hacking,' with the support of Dreamers Roadmap and Netflix Employee Resource Groups. Since then, I've been grateful to work at a small accounting firm with amazing bosses who dedicate their work to nonprofits in the Bay Area. Meanwhile, I also learned Javascript. This helped me think about how the technology and business fields go hand in hand to provide equal opportunity, education, and success to underresourced communities.

"I moved from Daly



STUDENTS ALWAYS

GINA (SILVEIRA) HUNTSINGER

BS 90

Director, Charles M. Schulz Museum and Research Center, Santa Rosa, Calif.

BY MEILAN CARTER-GILKEY

↑
CONNECTIONS

Huntsinger's self-confidence and work ethic developed from supportive Haas faculty and an inspirational cohort. "Being around intelligent people who worked hard made me push myself," she says.

↑
The Takeaway

"Be curious and continue to grow throughout your entire life," Huntsinger recommends. "Money isn't the bottom line in life. Having purpose is the bottom line."

Starting as the director of the Charles M. Schulz Museum this past July, Gina Huntsinger had her work cut out for her. Namely, how to celebrate the beloved *Peanuts* cartoonist with a pandemic-closed museum. The challenge, Huntsinger knew, was critical. "People need this humor right now," she says. "Charles Schulz was great because he didn't just stay with the easy parts of life. He really dug into depression, feeling like a loser, not always winning—themes we can relate to today."

Huntsinger successfully transitioned the museum to virtual programming and curriculum by relying on agility and flexibility and by planning two weeks at a time. "I said to our staff, let's be better for this," Huntsinger says. "That means we have to be open to looking at the stuff that's not working and taking care of those things personally and in business."

The result? Virtual access has broadened the museum's reach in transformative ways. Cartooning classes for children, talks by renowned artists previously limited by distance, and an intimate virtual tour with Schulz's widow, Jean Schulz, have become foundational. "Those are the magical pieces in this," Huntsinger says. "When we open up again...there will be things that we'll keep."

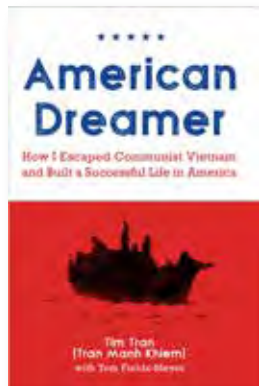
Huntsinger started her career at the museum as marketing director in 2005 and later served as general manager of the Snoopy's Home Ice skating rink. Leading the museum, she says, is a professional and personal honor. "We have to feel good about what we are doing in this world, especially now."

[linkedin.com/in/gina-huntsinger-5374545](https://www.linkedin.com/in/gina-huntsinger-5374545)

Huntsinger posing in Lucy's booth from the *Peanuts* comic strip.

PHOTO: COURTESY CHARLES M. SCHULZ MUSEUM

A GREAT ESCAPE



A memoir of one man's escape from communist Vietnam to build a successful life in America. A timely story that provides a compassionate lens through which to view the current refugee crisis.

—**Tim Tran, BS 74**
Business Consultant & Trustee, Pacific University

UNDERGRADUATES
CONTINUED

City (very cold for me) to Oakland this year! The walks are definitely sunnier, and I am closer to my job." Shown: Hu Wu with Class of 2018 classmates **Victor Espinoza, Esteban Vasquez, Hezekiah Burton, David Giongco, Austin Drake, Liliana Trujillo, Katherine Necochea, Xiu Ying Li Yu, and Angela Escobedo.**



Patrick Laird, of Miami, is in his second season with the Miami Dolphins.



Moncarol Wang notes, "I've moved to Chicago to pursue a JD at the University of Chicago Law School. With my CPA license and this forthcoming degree, I hope to return to the Bay Area and practice at the intersection of law and business."

2019

Andrew Chi, of San Francisco, reports, "I started a new job at Cisco working within the People and Communities (HR) function, through a rotational/talent development program called HRUP. It's been nothing short of amazing, and the work we do is quite innovative and cutting edge. Recently, we've established a social justice framework for our business and

partners, created a neural network to map out the communities that exist within Cisco, utilized analytics to create work personas, researched the future of work, and done everything in between. I had the opportunity to work in Asia for five weeks with our Seoul and Tokyo HR partners on global diversity and inclusion—quite the formative experience for someone a year out of Berkeley. All in all, truly a year in which I went beyond myself and what I could have ever imagined. Moved from S.F. to Oakland and restarted studying Korean! Looking to move to Seoul after my program is over, doing consultative work for the HR team there."



Neel Somani, of San Francisco, notes, "I wrapped up my job as a software engineer at Airbnb and joined Citadel as a quantitative developer! I will be moving to Chicago soon."



Lydia Wang, of Irvine, Calif., updates, "After graduating in May 2019, I moved to NYC to begin my career at Dalberg, an international development consulting firm that works with multilaterals, bilaterals, foundations, governments, the private sector, and more. I just wrapped up my first year as an analyst and was recently promoted to associate consultant. I look forward to spending at least one more year there

before beginning law school."

2020



Sparsh Jain, of Berkeley, Calif., announces, "Started a new job as a strategy associate at EY-Parthenon's Software Strategy Group. Through this role, I will learn the ins-and-outs of diligence, strategy and execution for private equity investors and their portfolio companies. Investing my time in learning more about wellness real estate, technology for college counselors and understanding the importance of spirituality in a day-to-day lifestyle."



Sameed Jawaaid, of San José, Calif., reports,

"Right after graduating in May, I compiled a reading list to finish by the end of the year. I made it a goal to try to finish at least one book a month. Many of my professors at Haas recommended great titles. I have found reading to be a great downtime activity where I am still able to learn. Moreover, many of my classmates are in different places now, so I have been trying my best to keep in touch with them virtually!"



Jessica Jimenez, of Los Angeles, writes, "I am grateful to share that I just started working with Biz 3 as the team's project manager. Biz 3 is an entertainment-focused publicity company that is selective in its projects, big and small, to ensure that the team works with creatives who have reputations that align with our social values. The team has repped a wide array of indie and major clients over the years, including The Weeknd, Colin Kaepernick,

nick, Daft Punk, Skrillex, Migos, Megan Thee Stallion, Run the Jewels, Justin Bieber, Diplo, Lauryn Hill, Jessie Reyez, Sampha, Miguel, A\$AP Rocky, and more."



Desiree Moshayedi, of Newport Coast, Calif., started a JD program at Columbia Law School.



Bryan Wang, of Orinda, Calif., reports, "After graduating in May, I spent my summer launching The Job Hunt, a podcast (thejobhunt.buzzsprout.com) and newsletter (bryanwang.substack.com) for students and prospective job/internship seekers who are looking for a fresh, postgrad perspective on recruiting. As I begin my first-ever job with Accenture as a strategy analyst (remotely, of course), I still intend to create content for my listeners and to provide free career prep resources for my thousands of subscribers!"

MBA

1963

Gaetano (Michael) Yovino-Young, of Oakland, Calif., notes, "Having survived 60 years of appraising real estate and serving as president of Yovino-Young, Inc., I have finally entered semi-retirement, turning the company over to my wife, Alison Teeman, and daughter Diana Yovino-Young, BA 89 (social sciences), and Tamara

Spokane, BA 99 (human biodynamics)."

1971

Max Oliva, of Spokane, Wash., writes, "I am the Jesuit liaison to the Gonzaga University School of Business. In addition, I am the author of seven books, one on spirituality and ethics in the workplace. I also write a monthly column for *Res Gestae*, a magazine for incarcerated men and women and for ex-felons to help them live meaningful and purposeful lives. My website is ethicsinthemarketplace.com."



1975

Lauren Chang shares news from a Zoom call connecting classmates (above) in Paris, New York, and Los Angeles: "**Heinrich Stucki** is now retired and sporting a healthy glow from the French Alps, having just returned from Mont Blanc, celebrating his 46th anniversary with Marie José in L'Etang-la-Ville. **Kudret Oztap** and Jackie Stanley (MSW 75), who met at I-House, recounted their harrowing escape from the World Trade Center on 9/11 and their NYC pandemic experience as they continue to work virtually. Kudret, who is from Turkey, noted that it was the first time since the 1970s that they have not traveled overseas."

Laureen, a retired corporate banker, reports she was impacted by smoke from the Bobcat fires but is safe from harm. "Community involvement with children and education, real estate management, and planning trips/Zooms to visit friends around the world—date unknown—

The Answer:

"Volunteered to manage wheelchair fencing four years ago, and now I am in charge of the sport in the (now postponed) Tokyo 2020 Paralympic Games. A big challenge but very rewarding assignment."

—AKITO YAMAZAKI, MBA 82
SPORT MANAGER, WHEELCHAIR FENCING TEAM,
TOKYO 2020 OLYMPIC AND PARALYMPIC ORGANIZING COMMITTEE



keep me busy. Good friends can pick up the warmth and connection where they left off in spite of gaps in time and distance. We are glad to have met at Haas and I-House. As Heinrich says, 'We all have the best souvenirs of our time at Berkeley!'"

1976

45th Reunion
APRIL 23–25, 2021

1977



Joseph Carlson, of Monument, Colo., writes, "Just returned from a 30-day-plus trip to Turkey, learning about its vibrant culture, from the Hittites to modern-day Turkey and how economic, social, and religious factors played into the rise and fall of so

many powerful empires. Istanbul's Blue Mosque, Hagia Sofia, and Topkapi Palace tell tales of the Ottoman and Byzantine empires. My journey continued to Nicaea, Sogut, Cappadocia, Konya, Pamukkale, Ephesus, Sardis, Pergamum, Laodicea, Gallipoli, and Edirne, seeing the sites of the Seven Churches of Revelation along the way. The trip truly made me think about where our country is headed and the benefits and drawbacks of various ideologies. Thoughts like some lines from a Pete Seeger song: 'Where have all the graveyards gone? Long time passing. Where have all the graveyards gone? Long time ago. Where have all the graveyards gone? Covered with flowers every one. When will we ever learn? When will we ever learn?'"

1979



Calvin Marr, of Lincoln, Calif., retired after more than 14 years selling commercial real estate throughout the West Coast, after a long career in corporate

CONFIDENCE
WITHOUT
ATTITUDE

VAL YERMAKOVA

BS 16

Co-founder,
Warmly,
Honolulu

BY ANDREW FAUGHT



As salespeople know, behind every sale is a relationship. But what happens when that employee who enthusiastically bought your product moves on to another job?

Such a scenario drove Val Yermakova to co-found Warmly, a startup whose software helps B2B salespeople identify former customers in their new positions.

"We help you find qualified warm leads with people who already love your product," says Yermakova, the company's chief product officer and a former designer for Google. "Instead of doing cold outreach and spamming anyone you can find on LinkedIn, we'll tell you, 'Hey, these people already like your product and can be an advocate or champion for you.'"

Warmly, (the comma is included in the name, as in an email sign-off) works in concert with customer relationship management software such as Salesforce and HubSpot. The company launched in March and so far has secured scores of customers (startups and smaller companies) and raised \$2.1 million in startup funding.

Yermakova's job is to figure out the product and market fit to attract mid-market companies. "There's so much ambiguity," Yermakova says. "It can certainly feel like you're in free fall sometimes." She relies on the discipline she learned as a competitive ice skater and wrestler to help her stay focused.

Working remotely from Hawaii (Yermakova, her three co-founders, and their significant others share a house) helps too. "Whenever you feel stressed," she says, "you have the ocean in your backyard to calm you."

[linkedin.com/in/val-yermakova](https://www.linkedin.com/in/val-yermakova)

↑ CONNECTIONS

"Tenny Frost, the executive director of Development & Alumni Relations, helped connect me with relevant people, and I still take with me many of the lessons Gregory La Blanc taught."

↑ The Takeaway

"Learn how to do sales," Yermakova advises aspiring entrepreneurs. "Now that I've been forced to learn it, I've seen tremendous growth in my communication and persuasion skills."

PHOTO: KATIE GIASULLO

MBAs CONTINUED

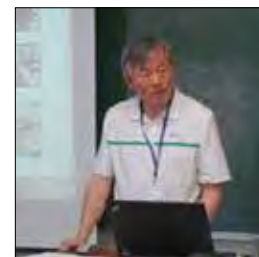
finance with Levi Strauss (in San Francisco, Brussels, and São Paulo) and The Money Store. "We moved into an active adult community two years ago in anticipation of retiring soon," he writes. "Little did we know sheltering in place would shut down all of our community activities in our HOA that we were looking forward to! My wife, Corinne, and I continue in the foster care system, helping families with respite nights and actively involved with former foster teens, now young adults, who were placed in our home previously. Working with junior high special needs students, Corinne finds distance learning creates even more complications and challenges. She hopes to join me in retirement in two years. Daughter Chloe is earning her master's degree in exercise physiology at SFSU, and Casey, transferring to SFSU, aspires to be a screen-writer." Shown: Calvin Marr with family: Chloe, Casey, and Corinne.

1981

40th Reunion

APRIL 23–25, 2021

1982



Akito Yamazaki, of Tokyo, manages a Wheelchair Fencing Team preparing for the Tokyo 2020 Olympics/Paralympics, and shares: "The games were postponed to summer 2021 due to COVID-19; however, we are still trying our best to run the project. Whether they can take place in 2021 is not something we can control, and we are

concentrating on what we can control only." Shown: Akito teaching volunteers about wheelchair fencing at University of Tsukuba, north of Tokyo.

1984



Deborah Stern, of New York, reports, "I've co-founded Capital for Climate with fellow Haas alums to accelerate large-scale capital to the climate solutions required to achieve the Paris climate goals, net zero carbon by 2050. Happy to report that Wells Fargo Foundation has provided anchor funding, and we're actively building the inner circle of alpha members (institutional investors), funders, advisers and strategic partners to deliver the solution in time for the UN Climate Change Conference (COP26) in November 2021. Open to more Haas family participation (capital-forclimate.com)!"

"Have been spending the pandemic in a combo of NYC, Stamford, Conn., and the Berkshire Mountains. Grateful to be healthy, working hard on good stuff, spending as much time as possible outdoors in nature!"

1985



Michael Henry, of Berkeley, Calif., joined Aldatu Biosciences as chief business officer, leading its deal making. Aldatu sells its PANDAA

The Answer:

"I've engaged with local nonprofits, focusing my businesses on trying to bring relief or healing to those who are suffering. I've also initiated research, contributed funds, and stepped up to play a bigger role on the boards on which I serve."

—LAURI KIBBY, MBA 86
CO-FOUNDER AND CFO, KINGS GARDEN

qDx™ SARS-CoV-2 diagnostic test kits to clinical diagnostic labs performing SARS-CoV-2 testing services (www.aldatubio.com).



Michael Sosebee, of Oakland, Calif., notes, "I retired from investment banking in 2015 after 30 years as a bond trader and bond salesman. In 2018 I picked up the baton again when I became the COO of a startup called Forsight, Inc., based here in Oakland. We're using computer vision and artificial intelligence in combination with CCTV cameras to make commercial construction sites safer and more secure. Using technology to save lives and assets."

1986

35th Reunion

APRIL 23–25, 2021

Ann (Brighthouse) Cripps, of Redwood City, Calif., writes, "I retired from Wells Fargo at what was, in retrospect, just the right time—2016. Moved on, expecting to



travel the world and enjoy volunteer projects. As it happened, I have been consulting for a small company, heading up marketing for Recruitology, in the HR technology area, and it's keeping me quite busy. It's been an opportunity to stay engaged and learn new skills.

"Prior to the pandemic, my husband, Peter, and I did a couple of major trips a year. Highlights included South Africa and several great trips to Southeast Asia, especially Vietnam, Bali, and northern Thailand. In my spare time I volunteer with the Friends of Huddart and Wunderlich Parks. We focus on nature education and wellness programs for community members, especially low-income families in San Mateo County."

Paul DeMuro, of Miami, reports, "In June I was appointed chief legal officer, health and wellness, for the Royal Palm Companies in Miami, where I am responsible for certain operational and legal issues for the proposed pandemic-ready, 100,000-square-foot Center for

MBAs CONTINUED



Health + Performance and the medical center for Miami Worldcenter, the mixed-use downtown development project.”

pandemic, in an effort to bring its expertise with HIV and health care to a community now dealing with COVID-19. We have served thousands of individuals, and I am very proud of the doctors and health care professionals who have stepped up in service.”

1988

Keven Baxter recently moved to Washington,

1991

30th Reunion

APRIL 23–25, 2021

Zou-Hsin Stanley Liu, of Taipei, Taiwan, started up a venture that engages in development, investment, and assets management in large-scale ground-mounted solar PV projects, providing expertise to renewable energy and infrastructure project investments in Taiwan.



Steven Ramirez, of San Francisco, reports, “I continue to lead Beyond the Arc, a customer experience and data science agency based in San Francisco. I’ve recently been asked to lead a diversity and inclusion initiative for the Customer Experience Professionals Association. Looking forward to equipping CX pros with the tools they need to spark productive conversations in their organizations.”



Dale Sartor, of Petaluma, Calif., announces, “After 35 years, it was with mixed emotions that I retired from the Lawrence Berkeley National Laboratory in July. My research, development and deployment focused on energy efficiency in buildings for high-tech industries (laboratories, cleanrooms, data centers, and health care). Most recently I led LBL’s Center

of Expertise for Energy Efficiency in Data Centers (datacenters.lbl.gov). Just as I was walking out the virtual door, the Department of Energy, our primary sponsor, awarded me the 2020 Lifetime Achievement Sustainability Award. I do plan to continue working part time in this area as an affiliate and rehired retiree of LBL. In anticipation of retirement, my wife, Judy, and I returned to Petaluma a few years ago to the house we bought in 1982.”

1992

Scott Galloway’s

latest book, *Post Corona: From Crisis to Opportunity*, was published late November. It’s billed as “a keenly insightful, urgent analysis of who stands to win and who’s at risk to lose in a post-pandemic world.”



Wynn White, of Portola Valley, Calif., writes, “It may have taken some time to share this, but a year ago this month and in what we now know to be more innocent times, **Yael Zheng** and I hosted a Haas get-together at our home in Portola Valley in honor of classmate **Audrey Yu**, who was in town from Singapore where she lives. Joining for brunch were **Dave Stadlin** and his wife, Patti; **Ken D’Amico** and his wife, Terry; **Kirt Jorgenson** and his wife, Liz; and **Ray Lin** and his wife, **Mei-Hsia Tan**, **MBA 98**. A good time was had by all!” Shown: MBA classmates 27 years later having a great time together in pre-COVID-19 days.

1993

Larry Marcus, of Hillsborough, Calif.,

reports, “Held final close of Marcy Venture Partners Fund I, a consumer- and culture-focused VC co-founded by JAY-Z, Jay Brown and Larry Marcus. Supporting companies with positive impact and values like inclusivity, accessibility, sustainability and health and wellness. See marcyvp.com.”

1994



Koji Asada, of Tokyo, announces, “I have been appointed executive officer and CIO of DIC Corporation, heading its newly formed information systems and supply chain management unit. These are central to the COVID-19 pandemic crisis management, but my mission is also to execute the closing of the recent acquisition of a specialty pigment business from BASF and to design and implement a global management structure that maximizes our global group synergy.”



Tamar and Thomas Lowell founded Cuiline (cuiline.com), a platform for online kitchen-to-kitchen culinary experiences with chefs around the world. This revolutionary cooking class concept transports participants to their country of choice for a fun evening of authentic cooking instruction, complete with a virtual kitchen assistant and home delivery of pre-measured ingredients.

1996

25th Reunion

APRIL 23–25, 2021

Ashu Goel, of Santa Clara, Calif., writes, “I have been producing and hosting Purpose-Driven Virtual Fireside Chats with top industry leaders.”



Paulo Penteado, of Sydney, Australia, noted what “a crazy 12 months” he and Ana, LLM 97 (law), have experienced since becoming Australian citizens last year. Paulo “left management consulting for the third time to become COO of TrailBlazer Finance, first time working in finance, trying to transform us into a fintech,” while Ana made a three-hour commute to her federal government job in Canberra. During a trip to Japan for the Rugby World Cup they managed

to see Taka Koga, (MBA exchange in 1994), narrowly dodging a hurricane. Then last year’s terrible Australian bushfires were a month-long apocalyptic scenario: “I remember driving to Canberra after the New Year in the middle of a summer day as if we were driving through a thick red fog. Very sad for all those affected.”

His two sons Marcos and Luis returned from marathon round-the-world backpacking trips, having visited almost a hundred countries between them, and entered the Australian National University, the family moving to Canberra (Paulo remained in Sydney weekdays). When COVID-19 shut down Australia he spent “terribly stressful months” defining the company response for employees, clients, and funders, while worrying about family in Brazil and friends in the US. “Unfortunately, I missed the Black Lives Matter events in Sydney, which focused here on violence suffered by the Indigenous (aboriginal people). Marcos managed to attend in Canberra. My solidarity to all who suffer any type of discrimi-

nation. I have suffered it myself, don’t wish it on anyone. I do hope these demonstrations bring about some real change. ‘May you live in interesting times,’ the Chinese proverb states, and it has been a year of change and tragedy. My heart goes out to all who have suffered; I hope we’ve hit the low and things get better.” Shown: Luis Penteado, Ana Penteado, Taka Koga, and Paulo Penteado.

1998

Xander Shapiro, of Sharon, Mass., updates, “I have joined **Anthony Zografos**, **MBA 95**, in his new venture, Akorn Technologies. Our scientific breakthrough allows a natural corn protein to be used for the first time as a water-soluble coating on fresh fruits and vegetables, extending shelf life and providing added post-harvest protections. Our smart multifunctional coatings drive better economics and sustainability in the industry. Check us out at akorn.tech.”

1999

Steve Peletz, of San Francisco, announces,

The Answer:
“I distributed personal protective equipment to New York, Boston, Detroit, Chicago, New Orleans, Charlotte, Newark, and Atlanta. Volunteers in China helped source the PPE. What began as an idea to support my home state of New York quickly turned into a global volunteer effort.”

—PATRICK DEFREITAS, MBA 04
DIRECTOR OF CONSUMER SW PARTNER MARKETING, INTEL



Lauri Kibby, of Palm Springs, Calif., writes, “One of my companies, Endourage, is holding seminars every Thursday for longhaulers—people suffering long-term effects after having been ill with COVID-19—on the benefits of using full spectrum CBD, and we are receiving great reports on its efficacy. I also serve as vice chair of a local federally qualified health center, DAP Health, that opened a COVID-19 clinic just days after the declaration of the

D.C., to join ICC, a nonprofit advocating for religious liberty and human rights and providing assistance to those impacted by persecution.



Kevin Renner, of Portland, Ore., has founded the Growth & Innovation Group (GrowAndInnovate.net) to support health care investors with due diligence and help health innovators bring new companies, products and ideas to market.



Dale Sartor, of Petaluma, Calif., announces, “After 35 years, it was with mixed emotions that I retired from the Lawrence Berkeley National Laboratory in July. My research, development and deployment focused on energy efficiency in buildings for high-tech industries (laboratories, cleanrooms, data centers, and health care). Most recently I led LBL’s Center



Wynn White, of Portola Valley, Calif., writes, “It may have taken some time to share this, but a year ago this month and in what we now know to be more innocent times, **Yael Zheng** and I hosted a Haas get-together at our home in Portola Valley in honor of classmate **Audrey Yu**, who was in town from Singapore where she lives. Joining for brunch were **Dave Stadlin** and his wife, Patti; **Ken D’Amico** and his wife, Terry; **Kirt Jorgenson** and his wife, Liz; and **Ray Lin** and his wife, **Mei-Hsia Tan**, **MBA 98**. A good time was had by all!” Shown: MBA classmates 27 years later having a great time together in pre-COVID-19 days.

1993

Larry Marcus, of Hillsborough, Calif.,



Tamar and Thomas Lowell founded Cuiline (cuiline.com), a platform for online kitchen-to-kitchen culinary experiences with chefs around the world. This revolutionary cooking class concept transports participants to their country of choice for a fun evening of authentic cooking instruction, complete with a virtual kitchen assistant and home delivery of pre-measured ingredients.

Thank you to our supporters
YOUR GIFT MAKES A DIFFERENCE EVERY YEAR



Eduardo A. Consigliere,
MBA 21

“A fellowship made it possible to take the next step in my professional life without falling into an unsustainable amount of debt upon graduation.

I’m so grateful to have the privilege to attend the Haas School of Business, where I’m learning from bright, passionate, and thoughtful leaders.

Thank you for establishing this fellowship and continuing to support students.

Your generosity is helping me pursue my dreams!

ESSENTIAL
KNOWLEDGE



A short, accessible guide to the ideas and technologies underlying such applications as GPS, Google Maps, Pokémon Go, ride-sharing, driverless cars, and drone surveillance.

—**Shashi Shekhar, MBA 89**
McKnight Distinguished University Professor, Univ. of Minnesota

MBAs CONTINUED



“I am cutting back on for-profit work, helping NGOs that protect the ocean, which we all depend on for 50% of the oxygen we breathe, the weather, crop yields, commerce, protein, and livelihoods too. We are empty nesters with two kids out of college and gainfully employed.”
Shown: Tagging sharks boatside.

Tanya (Shaw) Steinhöfer, of Mill Valley, Calif., updates, “My firm, Redwood Grove Wealth Management, became a certified B Corp and joined One Percent for the Planet earlier this year, reflecting our commitment to all our stakeholders and the environment. We are also in the process of hiring our next generation of leadership. If you know any individuals who might be interested, have them check out redwoodgrovewm.com/resources/careers.”

Jennifer Weiss was featured in the North Bay’s *Press Democrat* newspaper for her work expanding services for the Boys & Girls Club of Sonoma-Marín. Weiss serves as CEO of the organization. Read the article: haas.org/weiss-article.

2001

20th Reunion
APRIL 23–25, 2021



Werner Goertz, of Seattle, reports, “In March I left Gartner after six years as an analyst for the artificial intelligence and machine learning industry and joined Amazon Web Services to bring Alexa for Business to the enterprise space.”

InOrbit, a robotics company co-founded by **Florian Pestoni**, CEO, recently raised \$2.6 million in seed funding. InOrbit is a secure, scalable platform that allows engineers and operators to efficiently manage a fleet of robots in the field. Investors include members of Berkeley Angel Network, a group of angel investors who are alumni, faculty, and former faculty of UC Berkeley.

2002

Jungwook Lim became managing partner of TBT (Thoughts Become Things), a Korean early stage venture capital firm. “We closed our second fund focused on post-COVID-19 open innovation,” Lim updates. Read more about how TBT links innovation-seeking conglomerates with startups at lnkd.in/g/K2_HJn.”

2003

Darren Reinke writes, “I continue to run Group Sixty, an executive coaching and training company based in Encinitas, California. I am excited to publish my first book in October, about the internal journey to leadership: *The Savage Leader: 13 Principles to Become a Better Leader from the Inside Out*. Key principles include how to exhibit values-based leadership, persevere in the face of great challenges, connect with your tribe, and overcome self-limiting beliefs. I am also launching The Savage Leader Podcast, where I will interview entrepreneurs, Fortune 500 executives, community activists, athletes, entertainers, and Navy SEALs to discuss and unpack lessons about leadership.”

2004



Patrick Defreitas, of Portland, Ore., reports, “Earlier this year when PPE was limited and East Coast hospitals and medical facilities experienced shortages, I took some time off from work to connect with university hospitals, medical centers, and county and city offices of emergency management to understand the shortages and distribute PPE. Gear went to Long Island, Brooklyn, Queens, NYC, Boston, Detroit, Chicago, New Orleans, Charlotte, Newark and Atlanta. What started out as an idea to support my home state of New York quickly turned into a global effort of volunteers. Team and staff members based in China helped source and ship PPE to Portland, which I repackaged and distributed to each facility based on their changing needs. Despite all of the unknowns about how the virus was transmitted, everyone felt the need to help as many front-line workers and patients as possible.”

Nelly Spieler, of Sausalito, Calif., updates, “This month I became a partner at Frank, Rimerman+Co LLP, leading a group that conducts technology and cybersecurity attestation and certification audits. Among my clients are a lot of Bay Area startups, including many founded or funded by Berkeley alums.”

2005

Howard Connell, of Atlanta, notes, “At the end of 2019, I joined ERM, a global environmental and sustainability consulting firm. I help clients navigate issues



around environmental sustainability, safety, health, and governance including strategy, reporting, and climate risk. Great people, culture, clients and work. “Katharine and I are raising Henry (3) and Willow (1) and just finished building a 700-square-foot cottage in our backyard for her mother.” Shown: Howard Connell and his daughter, Willow.

2006

15th Reunion
APRIL 23–25, 2021

Putri Pascualy, of New York City, announces, “Amid the pandemic, I started my new role as managing director and senior product specialist with Angelo Gordon, an alternative asset manager focusing on credit and real estate in N.Y. It’s been a wonderful transition, with the AG team being so incredibly welcoming and collegial. I’m thrilled to use my experience managing public and private alternative credit investments to help Angelo Gordon in its strategic positioning and product creation. We miss our California friends but are thrilled about our New York chapter. N.Y. Haas community—look forward to meeting and reconnecting!”

2008

Joseph Lazar, of Corte Madera, Calif., updates, “My product marketing agency, Article Group, hit the five-year milestone this year. We’re making our way through the pandemic and economic uncertainty due to our great clients, some of



QUESTION THE
STATUS QUO

MIKHAIL
SHNEYDER

MBA 08

*President and
CEO, Nightingale
College
Salt Lake City*

BY NANCY
DAVIS KHO

As the head of Nightingale College, Mikhail Shneyder didn’t set out to optimize nursing-school learning for a pandemic. But there’s no question that the college’s innovative model, combining online and regionalized experiential learning, adapted quickly when shelter-in-place restrictions began.

“Because of COVID, we just accelerated things already in development,” says Shneyder, referring to virtual simulations and learning gamification. From the time he joined Nightingale in 2012, Shneyder’s goal has been simple yet challenging: change the world by improving health. He’s doing this by revolutionizing access to nursing education. “Our curriculum is organized so learners can do the majority of their work online from anywhere, then travel to a ‘hub’ once a semester to engage in supervised field experiences,” says Shneyder. The result? A broader socioeconomic and geographic student population than traditional nursing programs. Increased diversity in nursing leads to better health outcomes, says Shneyder, an immigrant from Belarus. “Studies show conclusively that the effectiveness of care is higher when provided by a workforce that reflects the patient population.”

Education wasn’t Shneyder’s initial career trajectory. He earned his American nursing license and pursued management and a business degree. “I thought becoming a supervisor would be the best way to motivate people to share my passion for good health outcomes,” he says. But then a Haas career counselor asked if he’d ever considered education leadership.

“I thought it over and realized, ‘I’m going to change the world through education,’” says Shneyder.

[linkedin.com/in/mikhail-shneyder-b8281a3](https://www.linkedin.com/in/mikhail-shneyder-b8281a3)

↑
CONNECTIONS

“I cannot say enough how influential then-Dean Rich Lyons, BS 82, was in instilling values via the Defining Leadership Principles that I have carried with me to Nightingale,” says Shneyder.

↑
The Takeaway

“Find your purpose, however unattainable and ambiguous it may sound—like ‘change the world!’”

PHOTO: BLAKE WM. HALLADAY

BEYOND
YOURSELF

ELISSE
DOUGLASS

MBA 16
VP of
Development,
Signature
Development
Group &
Co-Founder,
Oakland Black
Business Fund
Oakland, Calif.

BY JENEÉ DARDEN



Elisse Douglass thinks a lot about the relationship between opportunity and place. As the VP of development for Signature Development Group, she manages large-scale commercial and retail developments in downtown Oakland with the aim of enlivening the community via economic activity.

When vandals disrupted Black Lives Matter protests and destroyed small businesses in downtown Oakland, she knew the Black-owned businesses would have a hard time recovering. So Douglass, who has little fundraising experience, mobilized. She launched the Oakland Black Business Damage Fund on GoFundMe, initially seeking \$5,000. She raised more than 10 times that amount in a few days, eventually topping \$115,000.

One of her favorite parts of the experience was the positive public reaction. “I love that because it shows that we didn’t have to explain why Black businesses matter,” Douglass says.

Inspired, she co-founded the Oakland Black Business Fund. The investment platform aims to raise \$10 million to keep Black Oakland businesses open and \$1 billion in investment funds for Black entrepreneurs nationally.

“If we really want to invest in this idea that Black businesses are the infrastructure for our community, economic activity, and empowerment, then we need to talk about their access to venture capital and their relationship to real estate as well,” says Douglass. “Give people opportunities [while] letting their business models adapt and compete for the future.”

Some things are fixable Douglass says. “The harder work is racism and racist systems. I think Black businesses play a really important role in the infrastructure for breaking those systems down. So we need to invest in them.”

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

↑
CONNECTIONS

Douglass tapped into her Haas connections to partner with companies like Square and Facebook to help Black-owned businesses build their e-commerce platforms and online marketing.

↑
The Takeaway

Douglass says to ask yourself, “What are my unique skill sets that I have and how do I make sure those get out into the broader community?”

PHOTO: PETE ROSOS

MBAs CONTINUED

whom are my fellow 2008 alumni.”

2009

Prashant Bansal writes, “2020 has been a year that cannot end fast enough. In the midst of all these terrible events, it’s difficult to write anything without coming across as self-serving, and for that I humbly apologize. We founded MoNul (More Nutritious Ingredients), a food and beverage company creating a more nutritious experience for customers. Our products are focused on ‘beauty-from-within,’ and we supplement our beverages with other plant-based superfoods to deliver a nourishing and glowing experience. Our story begins with a curated journey to find the best ingredient sources, with the majority of our organic ingredients sourced from local farms across California. Our motto is to provide a more nutritious experience in a single serving while being transparent every step of the way. We launched at six locations on Sept. 4 in L.A. and look forward to coming to a store near you.”

Tim Ziemann, of Austin, Texas, spun out his

M&A advisory practice from Accenture, focused on middle- and emerging-growth markets. Tim is based in Austin, but his firm has a presence in San Francisco, Chicago, and St. Louis as well.

2010



Ari Beliak, of Foster City, Calif., became president and CEO of Merritt Community Capital Corporation, a nonprofit investor in affordable housing. Merritt raises equity capital from corporations, banks, and insurance companies to invest in affordable housing communities across California. Ari is tasked with dramatically increasing the size of the organization and raising equity from California corporations focused on addressing the housing crisis.

2011

10th Reunion
APRIL 23–25, 2021

The Answer:

“I’m recasting the identity of our organization to include racial diversity and justice as core tenets. It’s time we finally addressed the persistent and pernicious problem of racism.”

—JOSEPH LAZAR, MBA 08
PRESIDENT, ARTICLE GROUP

The Answer:

“I’ve been organizing fortnightly COVID-19 forums for Singaporeans in the U.S. since March, with contributions from community subject-matter experts on topics like mental health, jobs, social media, travel, cooking, and the 55th Singapore National Day celebration.”

—JASMIN YOUNG, MBA 09
CEO, NETREO

2012



Nitin Agrawal, of San Francisco, informs, “**Christian Eder** and I co-founded Interstride in 2017 to help alleviate challenges for international students—the same challenges we once faced as students. Interstride supports international students’ personal growth, education goals and career endeavors by providing access to data-driven resources, insights, and networks through one platform. Interstride has so far partnered with more than 100 higher-ed institutions in the U.S. and is now gearing up for international expansion.

“Unfortunately, in 2019, Christian unexpectedly passed away from a rare heart condition. I hope to continue to build on his legacy and our vision of supporting students in their international education journey and beyond. The Haas and Berkeley community have been instrumental in helping us build this edtech company.”
Shown: Class of 2012

classmates **Nitin Agrawal, Christian Eder, Tarek Hosny, Carlos Armijo-Medina, and Jesse Tejada.**



Francisco Rochadel Leão de Carvalho, of São Paulo, Brazil, announces, “After 15 years in management consulting, I have recently founded an equity and performance management firm (mondore.com.br) focused on supporting small and medium-sized entrepreneurs of traditional segments. We aim to transition invested companies to a different baseline, preserving and increasing the value of their business through environmental, social, and corporate governance practices, technology, and management processes. This crazy mix of search fund, private equity, and social impact is even more challenging in the global and local landscape (Brazil). Well, for some people, challenging equals fun!

“I also had a baby boy (Augusto). He was really happy to return to the

MBAs CONTINUED

day care center after six months.”

2015

Andrew Berry, of San Francisco, writes, “After graduating from Haas, I started a CFO consultancy that partners with health tech startups that are solving core public health issues. I love working with diverse groups of leaders in a field that—due to how COVID-19 has stressed our traditional system—is really starting to come into its own. I have spent the last two years consulting as the CFO at Big Health, whose mission is to help millions back to good mental health. I’m excited to announce that, alongside **Jessica Hovick**, we just completed a \$39M Series B to tackle health care inequity and bring digital therapeutics to those who need them most.”

Nick Caldwell, vice president of engineering at Twitter, was featured in an August *InfoWorld* article discussing how the U.S. tech industry could improve its diversity. Caldwell said that getting better representation in tech is a complicated problem, but one that could be addressed with some relatively simple steps, which he outlined. Read it here: haas.org/caldwell-infoworld.

Sandeep Pahuja writes, “I wanted to share some exciting personal news and ask for a little Haas love. IDEO launched our first narrative podcast, Food by Design (www.podfollow.com/ideo). It is an eight-part miniseries where we talk to the people who are building the food systems we’ll need in the future...right now. I co-created and host it, and I am super proud of how it turned out. I hope you’ll give it a listen. If you all could subscribe, specifically on Apple and Spotify, rate it 5 stars on Apple, and re-share/

re-tweet me on IG/Twitter (@sandiddy), I would greatly appreciate it!”

2016

5th Reunion
APRIL 23–25, 2021



Kenny Vaughn writes, “I would like to thank the entire Haas family for giving me the courage and conviction to step into the next rewarding chapter of my career. After 12 amazing years of military service, I will join BreakLine Education to build pipelines of opportunity for people of color.

“To this day, the words of then-Dean Rich Lyons on path-bending leadership resonate in my heart and inspire me to dream big. My Haas experience instilled in me a belief that we have the opportunity, maybe even the responsibility, to dedicate our lives to bringing about generational change in our own respective ways. I would like to thank **Steph Fujii, MBA 04; Sean Li, MBA 20; Jamaur Bronner, MBA 16; and Bree Jenkins, MBA 19**, for selflessly taking time to prepare me for this specific opportunity. Thanks also to Haas staff Marco Lindsey and Élida Bautista for being courageous thought leaders, mentors, and friends in the diversity, equity, and inclusion space.” Shown: Vaughn celebrating with Seneca in New Orleans.

2017

Owen Corso, of New York City, reports, “Left Google after 6.5 years to take a role as a senior product manager (technical) at Amazon Web Services in the cost management team. The



team focuses on building tools that help customers analyze, optimize, and control their cloud spend, which ultimately empowers confident cloud adoption. My products include AWS Budgets, Forecasting, and Outposts Cost Management. I got a delightful golden retriever named Clifford: instagram.com/cliffordtheoreddog.” Shown: **Mak Kern, MBA 17**, and **Owen Corso**.



Ben Fong, of Albany, Calif., updates, “I am completing my third year at Spin. I’ve been there through the startup phase launching dockless bikes, the pivot to electric vehicles, and post-acquisition. This month, I launched a solar-powered electric scooter sharing program at Edwards Air Force Base, leveraging my former government background as a U.S. diplomat. I am also running for the AC Transit Board–Ward 1, which includes Berkeley! I’m running to stop the service cuts and reinvest in environmentally friendly buses and transit infrastructure.

“I also founded a nonprofit charity, A Fork in the Road, which is dedicated to helping East Bay restaurants transition outdoors onto city streets and sidewalks. We’ve raised more than \$5,500 so far and have been covered by the *Daily Cal* and *Sierra Club*.”

Annie Ma-Weaver and her husband, Jacob, welcomed their first child, Minerva, in April 2019. Named for the Etruscan goddess, Minerva is getting along nicely with her brother-who-is-a-dog, Aristotle. Annie and Jacob note they are fortunate to be working remotely during the pandemic. However, like many parents, they have found it difficult and at times near impossible to balance their jobs with taking care of their dependents, especially without family nearby. The silver lining is that Minerva took her first steps while with her parents, rather than at day care, and she and Aristotle are now best friends, mostly because they are each other’s only companions. The Ma-Weavers look forward to seeing Haasies once it’s safe to gather again.

2018



Yvener J. Petit joined EY-Parthenon’s San Francisco office after graduation as a strategy consultant mainly focused upon clients in technology, media, and telecom. Most recently, he transferred to EY-Parthenon’s Los Angeles office to become a director in the corporate and growth strategy practice.

2020

1st Reunion
APRIL 23–25, 2021

Nicholas Craig, of San Mateo, Calif., announces, “On August 24, my wife and I welcomed our first child, Ryan August Craig. Mom is doing great while Ryan is adjusting to the new world.”

QUESTION THE STATUS QUO

ALEXEI GREIG

EMBA 19

*Regional
Director of
Culture, KIPP
Public Schools
Northern
California
Oakland, Calif.*

**BY CAROL
GHIGLIERI**



Alexei Greig was already a seasoned educator and administrator when he became the assistant principal at KIPP Bayview Academy, a Knowledge is Power Program (KIPP) school in San Francisco. KIPP is a nationwide network of 255 free, public charter schools that prepare kids of all races, incomes, and abilities for college success.

Greig had such a positive impact at the school that two years later he was promoted to associate director, then regional director of school culture overseeing 16 Bay Area schools. Much of what Greig promotes involves replacing top-down structures with more egalitarian ways of communicating. “In order to solve problems,” says Greig, “we need to think about how we’re interacting as communities. We need to engage everyone in building solutions.”

Some of the methods Greig introduced are known as “restorative practices,” a set of conflict-resolution guidelines (like specialized non-judgmental questions and curricula supporting social-emotional learning skills) that ensure students feel understood so they can address disputes and resume learning. With Greig’s culture improvements, the number of kids landing in the principal’s office each day dove from 30 to three or four.

Greig’s restorative practices have been equally effective with employees. While at KIPP Bayview, the staff turnover rate fell dramatically, from 70% the year he arrived to 29% the year he transitioned to his regional role.

“If you spend the time to listen and aren’t afraid to address challenging situations with kindness, fairness, honesty, and openness,” Greig says, “you can usually get to a path forward that works better for everyone.”

linkedin.com/in/alexei-greig-11b0b919

PHOTO: KATIE GIASULLO

CONNECTIONS

The late Gap Co-Founder Don Fisher, BS 50, co-founded the KIPP Foundation in 2000. He chaired the board until 2009.

The Takeaway

The keys to developing a healthy organizational culture, says Greig, are focusing on relationships, breaking down silos, setting up systems that drive effective interactions, and immediately addressing issues.

MBAs CONTINUED



Benny Johnson, of Berkeley, Calif., started work as a consultant at EY-Parthenon in San Francisco. He adds, “Took my electric car on a 48-state (49, if you ask D.C. friends) road trip over the summer, charging in every state and seeing friends old and new.”

Vaibhav Khire, of Portland, Ore., transitioned from engineering to product management, and is now working at Amazon.



Dipti Ranjan Sahoo, of Santa Clara, Calif., joined F5 Networks as a senior product manager and has been acquiring excellent analytics skills using Salesforce and Tableau in this new role.

BCEMBA/EMBA

2006

15th Reunion
APRIL 23–25, 2021

2007

Tracy Gray, founder and managing partner of The 22 Fund, was featured in the *Los Angeles Business Journal* for her work backing businesses led by women and members of minority groups. “Our mission is job creation in underserved communities,” she says. “We highlight tech-enabled and tech-based



CREDITWORTHY

The Startup, the largest publication on the Medium platform, named Vrinda Gupta, MBA 20, to its list of six women rewriting the rules of business. Gupta founded Sequin Financial, a credit card and financial literacy platform for women.

manufacturing because those kinds of businesses are more likely to upskill their workers.” Read the article: [haas.org/gray-labiz](#).

Sid Sahoo, of Cupertino, Calif., writes, “As we are getting ready to get back to work, organizations are looking for tools to get employees safely back in the office. With employee wellness and safety in mind, Spotline has developed WorkPass, a solution to help organizations reopen the workplace. An omnichannel app (web, mobile, and chatbots) integrated with SSO and badging systems, WorkPass follows a CDC-approved questionnaire to pre-screen employees before enabling their access to the workplace. Our integrated solution provides various reports, including contact tracing. To date, we have already implemented WorkPass at various organizations. Learn more at [workpass.ai](#).”

2008



Adam Tachner, of Palo Alto, Calif., returned home from a 14-month world tour with his wife, Christine, and three children (home schooled throughout), to become

VP of corporate development and CLO at Groq, Inc., an AI/ML ASIC startup headquartered in Mountain View. Shown: Adam and Christine Tachner with children, Avra (12), Sam (14), and Allegra (16) in Israel.

2011

10th Reunion
APRIL 23–25, 2021

Sonoma Brands Founder **Jon Sebastiani**, who sold his Krave jerky brand to Hershey Co. in 2015 for \$232 million, recently bought the brand back for an undisclosed sum, according to *The Press Democrat*. Read the article: [haas.org/sebastiani](#).

2013

Charlie Silver, of Oakland, Calif., announces, “I closed a \$70M Series C financing for Mission Bio, bringing our total raised to more than \$120M. We’re on a mission to help our customers eradicate cancer, and our category-leading genomics platform has been adopted by top cancer centers and drug companies worldwide to accelerate their path to cures.”

2016

5th Reunion
APRIL 23–25, 2021

Guillaume Lardeux,



of San Francisco, writes, “Thrilled to be joining the board of the French-American Chamber of Commerce of San Francisco. I look forward to engaging and contributing to the vibrant French-American business community of entrepreneurs and business leaders in tech, food and beverages/wines (Napa, Sonoma), and other local industries. The FACCSF is the only chapter in Northern California, and one of the largest in the country, for French and American business leaders to meet and discuss common interests ([faccsf.com](#)).”

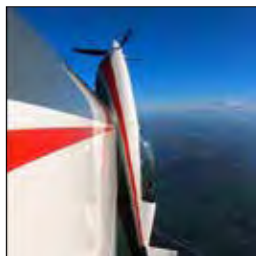
2019

1st Reunion
APRIL 23–25, 2021

Imelda (Meili) Hau, of San Diego, Calif., updates as follows: “Started a new job in June as assistant director of medical services at Father Joe’s Villages, a large multi-segment nonprofit serving the homeless in San Diego. In addition to continuing my work as a family nurse practitioner



at our FJV Village Health Center, I also do project management for the FJV Street Health program. I lead mass COVID-19 testing at the San Diego Convention Center, where many of our homeless clients currently reside—work that is fast-paced and deeply rewarding, as well as humbling. I just moved to a trendy part of San Diego called North Park, and I’m loving my new apartment, designed by local architect Jonathan Segal.” Shown: Meili Hau with Jennifer Wilkens (red shirt), Dr. Parissa Youseffi (gray scrubs), Shela Rocha (glasses), Catherine Tran (gray scrubs), Serena Arts, and Edward Redikop.



Ernie Svehla, of Dublin, Calif., notes, “Working on some radical ideas in the health care space. Flew my Extra 300L airplane across the country from California to Virginia. It was a Route 66 tour at 12,000 feet. Took four days, flew 2,197 nautical miles.” Shown: Ernie Svehla practices aerobatics many times a week.

PHD

1974

Jerold Zimmerman is a professor emeritus at the University of Rochester Simon Business School, where he’s taught since graduating from Haas in 1974. His new book, *Relentless*:

The Forensics of Mobsters’ Business Practices, will appear in 2021. After analyzing the American Mafia, the Sinaloa Cartel, the Hells Angels, and the Bloods and Crips, *Relentless* describes how the unlikely of all endeavors, organized crime, applies core economic principles to create durable institutions that survive decades. Zimmerman now resides in Denver, Colo.

1983

Jeanne Logsdon received the 2019 Ann K. Buchholtz Mentor Award from the Social Issues in Management Division of the Academy of Management. The award is given “in recognition of and appreciation for extensive service in mentoring doctoral students and junior faculty members.” Jeanne writes, “In retirement, I continue to be active professionally in the Academy of Management and the International Association for Business and Society.” She volunteered with the League of Women Voters of Central New Mexico to celebrate the 100th anniversary of the 19th Amendment, which granted women the right to vote, and lives in Albuquerque with her husband and their German shepherd, Bart.

1986

Cathy Goodwin, of Philadelphia, writes, “After many years of teaching and researching, I’m offering online classes, creating information products for small businesses, and consulting and copywriting. My focus is on using storytelling to create the Small Business Branding Advantage ([CathyGoodwin.com](#)). With quarantine I’ve been keeping busy working and taking online courses. My dog died a year ago, when I moved from Old City Philadelphia to South Philly. I now live with two cats. There’s quite a bit of drama, as one is a bit of a bully and the other a scaredy-cat.”

IN MEMORIAM



Prescott H. Ashe, BS 90

Private equity expert, Haas benefactor

Prescott H. Ashe passed away peacefully on July 23 at his family summer home in Redway, Humboldt County. He was 53.

A native of Marin County, Ashe graduated summa cum laude from Berkeley Haas and was named valedictorian. He was also president of the business fraternity Delta Sigma Pi. He earned a law degree from Stanford University Law School.

Prescott’s talents for business and finance thrived while with Bain Capital in Boston, after which he co-founded Golden Gate Capital in 2000 in San Francisco and was associated with the firm for nearly 20 years. Other ventures included CEO of Angel Island Capital Services and investment and ownership in many restaurants and wineries, including the establishment of Ashe Vineyards in Oakville, Calif. Colleagues respected not only his professional skills but also his generous mentorship of younger associates. Ashe was also generous toward Berkeley Haas, helping fund the school’s new Chou Hall.

He is survived by a loving and close-knit family including his two sons, Maxwell and Dakota; mother, Wanda Hansen Ashe; and fiancée, Shabnam Bhaskaran, as well as three siblings, two aunts, an uncle, and numerous nieces and cousins. Read his full obituary: [haas.org/prescott-ashe](#).

Irvin Sternberg, BS 41
George Hall, BS 49, MBA 50
Burton Propp, BS 49
Wayland Rudkin, BS 49
James Haynes, BS 50
John Heaney, BS 50
Lois Bossin, BS 51
Charles Hunter, BS 51
Robert Miller, BS 51
John Winslow, BS 51
James Ron, BS 52
Jack McDaniel, BS 53
John Moffat, BS 53, MS 55
Harold Waraas, BS 54
William Cox, BS 55
Merriman Hummel, BS 56
Donn Trousdale, BS 56
Gilbert Gates, BS 57, MBA 59
William Rylaarsdam, BS 57
Frank Chavez, BS 59
Gerald Severeid, BS 59
William Johnson, BS 60
Bruce Blakemore, BS 61
Howard Jameson, BS 61
Norman Ray, BS 62
Robert Stewart, MBA 63
Leo Warmolts, MBA 63
Jonathan Green, MBA 64
Joseph Saint Clair, BS 65
Arthur James, MBA 66
David Partridge, MBA 66
David Boyle, BS 67
Bradford Whittaker, BS 73
James Klewer, BS 77
Howard Matthews, MBA 83
Tomas Bermejo, BS 84
Gary Lindsay, MBA 86
Roger Campbell, Friend
Bruce Geernaert, Friend



ACCESS CUTTING-EDGE SEMINARS

DYNAMIC EXECUTION

Senior Lecturer Homa Bahrami shows how to lead flexibly in fluid situations. [haas.org/dynamic-execution](https://haas.berkeley.edu/dynamic-execution)

DIVERSITY, EQUITY, AND INCLUSION

Haas' Director of Inclusion and Diversity, Érida Bautista, presents *Unconscious Bias in the Workplace*, *Understanding Microaggressions*, and *Allyship: Role and Action*. [haas.org/dei-seminars](https://haas.berkeley.edu/dei-seminars)

EDIBLE EDUCATION 101

A baker's dozen of lectures from renowned experts exploring the future of food. [haas.org/edible-ed](https://haas.berkeley.edu/edible-ed)



UPCOMING EVENTS

Visit haas.berkeley.edu/events for current event status amid the pandemic

ONLINE DEAN'S SPEAKER SERIES
View upcoming speakers and watch past events
haas.org/dss

NEW THINKING IN A PANDEMIC
View upcoming speakers and watch past events
haas.org/new-thinking

WORLDWIDE CAL BIG GIVE
March 11

ONLINE POWER CONFERENCE ON ENERGY RESEARCH AND POLICY
March 16–19

DETAILS FORTHCOMING ALUMNI CONFERENCE
April 24

PHOTO: STEVE BABULJAK

Berkeley Haas was part of a campus pilot offering a limited number of outdoor instructional activities for a month starting late October. Find COVID updates at coronavirus.berkeley.edu.

JOBS

SIGN UP FOR THE **ALUMNIJOBS** WEEKLY NEWSLETTER

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>Find offerings sponsored by Haas and various alumni chapters.
>Most listings are currently virtual—explore all that your network has to offer.
haas.berkeley.edu/events

SOMETHING TO LOOK FORWARD TO:



MBA REUNION WEEKEND

April 23–25, 2021

haas.berkeley.edu/reunion

GET ON BOARD



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Haas for the Holidays

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INTERESTED IN CHINA?

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haas.org/global-chinese

The group is intended for Haas alumni, students, faculty, or program staff who identify as having strong affiliations with Chinese culture or interests in China, regardless of region, ethnicity, or nationality.

Managed by Haas Alumni Network Chapters of Shanghai and Beijing

TROUBLE JOINING? Email haas_shanghai@163.com



Shazam

How two Haas alumni ushered in one of the world's most popular apps

THESE DAYS, FEW SONGS GO UNIDENTIFIED. YOU JUST OPEN the Shazam app, hold out your phone, and let the magic happen. But the music-identification tool's birth wasn't easy. Consider the timing of its debut: a year before iTunes, seven years before the iPhone, and eight years before Apple's App Store. Investors initially panned the idea—during the dotcom boom, no less, when venture capital flowed like water. But co-founders Chris Barton and Philip Ingelbrecht, MBA 00s, along with Dhiraj Mukherjee and Avery Wang, were unflappable. Here, a look at Shazam's rise.

Below: Dhiraj Mukherjee; Chris Barton, MBA 00; Avery Wang; and Philip Ingelbrecht, MBA 00.



1999

While Haas students, Barton and Ingelbrecht brainstorm startup ideas with Mukherjee and Wang, settling on an algorithm to identify music using only a cellphone. They begin tackling the technical challenge, eventually creating a unique acoustic fingerprint for each song that's compared against Shazam's vast database.



2002

Shazam launches in the UK. Users dial the short-code 2580 to get music recognized. They were then texted the song info. Shazam launches in the U.S. in 2004 on the AT&T Wireless network in a joint offering with the now-defunct Musicphone.



2008

Shazam is one of the first apps ever offered in Apple's new App Store and launches on the Android platform later in the year.

2011

Shazam is the App Store's fourth most downloaded free app of all time. It evolves to recognize TV shows and ads to activate special offers.

2018

Shazam, which has been downloaded more than a billion times, is acquired by Apple for a reported \$400 million.



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Negotiation is both an art and a strategic process that involves building trust and developing relationships. In this program, Senior Lecturer Holly Schroth will teach you the social psychology behind negotiation and influence and the negotiation skills to succeed in challenging situations.

The Product Management Studio (Online)

Design, Build & Manage Products Consumers Love

Led by Teaching Professor Sara Beckman, Product Management Studio moves you through a dynamic, immersive, and flexible learning experience designed to ensure that the knowledge you gain gets put to work in your career and organization. Connect with peers and grow your professional network.

MORE ONLINE PROGRAMS COMING THIS SPRING. LEARN MORE: [EXECUTIVE.BERKELEY.EDU](https://executive.berkeley.edu)

PHOTO: ISTOCK

DID YOU KNOW?

Haas is a partner in the **Black Venture Institute** to increase Black leaders in venture capital. The curriculum-based program is taught via Executive Education.

DID YOU KNOW?

Berkeley Haas is one of the **TOP 10 FEEDER SCHOOLS** in the U.S. for **MBAS** going into **FINANCE, TECH,** and **CONSULTING.**

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#10 WORLDWIDE

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#2

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