Space, Reimagined
Haas alumni rethink our physical world

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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-

CONTINUED ON NEXT PAGE
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, extraversion, neuroticism, and agreeableness.

The first study surveyed people on their place in their work hierarchies. The second study went deeper, looking at the four main ways people attain power: dominant-aggressive 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 no 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.”

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 clock. 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.
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.
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?

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 13% 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 benefiting 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.

In contrast, smaller firms may not make workers more productive, but they do improve employee satisfaction. In other words, better people-management skills 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.

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.

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 quit but might not leave the company than those assigned to less-skilled managers.

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

The Takeaway

“But Haas Associate Professors Jonathan Kolstad and Ned Augustin, 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? 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 pursuing 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.”

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.
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.
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.
sudden-death playoff round in 2020.

Charity Open in 2019 and the Workday Barracuda Championship has two other first-place finishes to his credit, including his childhood hero, Tiger Woods. The Takeaway is elated to follow in the footsteps of golfing greats, including his childhood hero, Tiger Woods. 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 a natural talent—the kind of young, Asian American golfer like himself—transform the sport.

Morikawa enrolled at Berkeley with a single-minded focus on 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; you have to take 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 and his ability to follow 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 championship on his inaugural tour in nearly a decade. And at 23, the third-youngest winner in the modern history of the tournament.

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. “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.”

More than anything, Etter and Chun instilled in Morikawa tenacious time management, asking 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’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) in 2019, an incredible feat for a young, Asian American golfer like himself—transform the sport.

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. In the last round, nine players trailed the lead heading into the back nine. Morikawa separated himself from the pack on the 14th hole, chipping in a 34-foot shot from the rough to take the lead by one point. Maybe he was elated to follow in the footsteps of golfing greats, including his childhood hero, Tiger Woods. 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 a natural talent—the kind of young, Asian American golfer like himself—transform the sport.


Morikawa's quick start to careful planning that set him up to win the tournament:

**epic** by CBS Sports—that set him up to win the tournament: The Takeaway

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Morikawa's quick start to careful planning that set him up to win the tournament:

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**CONNECTIONS**

Cal Men's Gold Coach Alfonso Chion, BS 01, and Haas Lecturer Stephen Etter, BS 83, MBA 89, helped Morikawa list every element of his eventual career, from planning travel to selecting brand endorsements.

**Notes Online**

Watch Morikawa’s 295-yard tee shot and eagle putt as he starts playing at the 2020 PGA Championship—considering everything up to and including putting—by CBS Sports—set him up to win the tournament. haas.org/morikawa-win

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**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.”**

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**The Takeaway**


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**Birthday 2020**

In addition to his major championship win, Morikawa has two other first-place finishes on the PGA tour: the Barbasol Championship in 2019 and the Memorial Tournament in 2020. Charity Day in 2020.
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, 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 physical boundaries that limit us,” 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 services. 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 repurposed and streamlined, say members of the Haas community.
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-19 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 CitiesLab, an interdisciplinary research initiative that Pineda founded and directs, he’s launched

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 lifefood 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 neighboring “coworking” spaces.

One fad that is unlikely to outlast COVID-19 is the so-called socially distant 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—are approaching 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.”

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**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 Terner Center for Housing Innovation—for example, Factory OS and Project Frog, which manufacture entire walls and other building components offsite. Terner 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 markers 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.”

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**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 more 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 markers but don’t qualify for low-income subsidies.

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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.
“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 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.


“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.”

“Connections”
Once, there were hundreds of Chinese-owned grocery stores in the Mississippi Delta, most catering to their Black neighbors. The Chinese, though themselves discriminated against, often served as middlemen in segregated society.
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.”
Welcome Event

The Shanghai Chapter arranged a virtual welcome for 50+ Haas Chinese admits, students, and new alumni with Chinese alumni worldwide. Large photo: Shuhong Ye, MBA 05 (China & Hong Kong). Small photos: Ceenawan Jiang, MBA 21, president, Shanghai Chapter; Kevin Yao, MBA 21 (NY); Ann Hsu, MBA 98 (Bay Area); Jak Eraz, 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; Wrenn Vlg, MBA 21; Sandra Stambaugh, MBA 83; Sumeet Ghotra, MBA 22; Terry Flook, exec. dir., Haas Development & Alumni Relations; Susan Rockwood, MBA 89; and Tenny Frost, exec. dir., Haas Development & Alumni Relations.

East Bay Chapter Mission Peak Hike: From left: Sydney Pen, BA 21 (geology); Andrew Pen; Lawrence Pen, BS 85; Tracie Pen; Shira N. Shira; MBA 22; Frank Rockwood, MBA 93; Susan Rockwood, MBA 89; Amanda Chan, MBA 89; Dave Choy; Charlene Choy, MBA 89; and Scott Williss.

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 21; M. Muthu, BS 14; Kalyan Penkapalli, 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).

Nashville Happy Hour: From left: Elizabeth L. BA 16 (political economy); Jocelyn Powell, BS 97; Amy Chang, MBA 01; Chris Woodcroft, MBA 94; and David Zilberman, BE MBA 11.

UK Chapter Zoom Event—Developing Your Power and Influence Masterclass
Presenter Common Law, BA 05 (philosophy); Joel Usher, BS 16; and Alanna Spence, MSc 16 (social welfare).

Facade PAGE, FACING PAGE—Far Right
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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 list of interesting people.

1975 Robert Hall, of San Francisco, 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 Peetz

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 businesses 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.”

1992 Tim Lai

1998 Joel, Alice, Michael, Brandon, Matthew.

1999 Mike Zaddick

2001 Marc (Bratman) Zavolf, of New York City, writes, “My newest venture, ECOvashion Collective, has been on my mind for a while now. I received my BFA in fashion design in 2013 from RISD and was ready to launch my brand, but unfortunately the marketplace was not ready for it. I have continued working in the site that I wanted. Looking for other options at this time.”

2002 Marci (Bratman) Zavolf, of New York City, writes, “My newest venture, ECOvashion Collective, has been on my mind for a while now. I received my BFA in fashion design in 2013 from RISD and was ready to launch my brand, but unfortunately the marketplace was not ready for it. I have continued working in the site that I wanted. Looking for other options at this time.”

2003 Marci (Bratman) Zavolf, of New York City, writes, “I believe that hope inspires—faith that hope inspires—Zeus and his development of South Africa. He writes, “Now more than ever, we must question the status quo and think beyond ourselves.”

2005 Chris Pawlik, of Manhattan Beach, Calif., described how his business, epiquar, continued to offer clean energy solutions to the commercial real estate industry. “Earlier this year, as the pandemic was starting to affect the global economy, epiquar.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 property. Although this year has proven to be challenging, our capital is funded 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 optimize that we will be able to find like-minded clients and partners who value our alternative approach to developing commercial solar.”

2006 Libby Lefler Hoaglin, 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 Fellowships Program. “I’ve started volunteering as a business and entrepreneurship mentor at La Cocina SF, a small business food incubator with a mission to offer equitable opportunity for founding- and entrepreneur-women.”

2007 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 Fellowships Program. “I’ve started volunteering as a business and entrepreneurship mentor at La Cocina SF, a small business food incubator with a mission to offer equitable opportunity for founding- and entrepreneur-women.”

2008 Cherie B. 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 leadership skills of promising young professionals. Williams began her public accounting career at Windex, 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, businesses, trusts, and tax-exempt organizations.

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.”

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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 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-disguise—I get to spend

2010

Brian Thomas, of San Francisco, updates, “I just started my 10th year with CBRE headquarters and my family in Huntington Beach.”

2011

Anjali Menon, of San Francisco, reports, “As VP of Operations, I helped lead 360_deg’s acquisition by Manpower and am excited about the platform joining its team, Priceless. I was also selected as a fellow to assist Stockton, California, Mayor Michael Tubbs!”

2012

Berke, of Oakland, Calif., announces, “I joined a new software startup, Motilo, as the head of marketing. Mixly.com is an event hosting platform for IRL and URL events. I’m bringing my 8+ years of even-planning experience to help make the process easier for other event organizers.”

2018

Eva Lin reports, “Due to the pandemic, I’ve temporarily moved to Taiwan from London to be closer to family. I am very pleasantly surprised by the innovation 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 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 and I continue to be grateful for the Berkeley and Haas community and its focus on sustainability.”

2019

Liliana Hu Wu, of Oakland, Calif., writes, “Right after graduation, I organized one of the first hackathons aimed at undocummented immigrants’ integration into industry. ‘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 non profit 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 opportunities, education, and success to underrepresented communities. “I moved from Daly

By MEILAN CARTER-GILKEY

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 flex-bility and by planning two weeks at a time. “I said to our staff, let’s be better as Remote Pencils. 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 broad- ened 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 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-5374945

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

Berkeley

Compasionate

Refugee Crisis.

Business Consultant &

Successful Life in

Lens through

Timely Story

Build a suc-

America. A

Vietnam to

A Great Escape

One man’s

for our business and

we’ve established a

nothing short of amazing,

called HRUP. It’s been

development program

People and Communities

Cisco working within the

forthcoming degree, I

CPA license and this

to pursue a JD at the

“I’ve moved to Chicago

second season with the

Miami Dolphins.

Bryan Wang, of Orlando,

calls it, “After graduating in

May, I spent my entire summer

The Job Hunt, a podcast

(billboardpractitioner.

net) and newsletter

(yeungbranxstock

students and prospective job

internship seekers who

are looking for a fresh,

ground perspective on

recruiting. As I begin my first-ever job

Accenture as a strategy

analyst (remotely, of

course), I still intend to

create content for my

listeners and to provide free

resources for my thousands of

subscribers.”

The Answer:

“My teammates and I

partnered with the Florida

Rights Restoration Coalition. We

donated $100,000 to help returning

citizens pay fines and fees so that

they would be eligible to

vote this fall.”

—Patrick Laird, BS 18

Running Back, Miami Dolphins

nick, Daffi Punkt, Skiffers,

Migos, Megan Thee Stallion,

Run the Jewels, Justin Bieber,

Djiko, Lauryn Hill, Jennifer

Lopez, Sampa, Miguel, A$AP

Rocky, and more.

2019

As a quantitative

developer! I will be

as a quantitative

developer at

Airbnb and joined Citadel

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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 your product,” says Yermakova, “we’ll tell you, ‘Hey, these people already love your product.”

Warmly’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

**MBA 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 care 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 SF State, and Casey, transferring to SPFU, aspires to be a screen-writer.” Shown: Calvin Marr with family: Chloe, Casey, and Corinne.

1981

40th Reunion

April 23–25, 2021

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“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

**MBA 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 care 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 SF State, and Casey, transferring to SPFU, aspires to be a screen-writer.” Shown: Calvin Marr with family: Chloe, Casey, and Corinne.

1981

40th Reunion

April 23–25, 2021

1982

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 your product,” says Yermakova, “we’ll tell you, ‘Hey, these people already love your product.”

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linkedin.com/in/val-yermakova
Berkeley

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

1988
Keven Baxter recently moved to Washington, D.C., to join ICC, a nonprofit advocating for religious liberty and human rights and providing assistance to those impacted by persecution.

1991
30th Reunion

Zou-Hsiai Stanley Lin, of Hong Kong, recently started up a venture that engages in development, investment, and management in large-scale ground-mounted solar PV projects, providing expertise to renewable energy and infrastructure projects in Taiwan.

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 protective equipment to New York, into a global volunteer effort.”

—PATRICK DEFEITAS, MBA 04

1992


Steven Ramirez, of San Francisco, reports, “I continue to lead Beyond Beyond, 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.”

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 innocuous times, Vael Zheng and I hosted a Haas get-together at our home in Portola Valley in honor of our college friends Audrey Yu, who was in town from Singapore where she lives. Joining for lunch were Dave Stadlin and his wife, Paris; Ken D’Amico and his wife, Terry; Kirt Jorgenson and his wife, Liz, and Ray Lim and his wife, Mei-Hsia Tan, M.B.A. A good time was had by all!” Shown: M.B.A. classmates 27 years later having a great time together in pre-COVID-19 days.

1993

Larry Marcus, of Hillsborough, Calif., reports, “Fielded close of Marcie Venture Partners Fund I, a company and culture-focused VC co-founded by renowned and innovative VC firm Brown and Larry Marcus. Suggesting the future with positive impact values and sustainability, accessibility, sustainability, and health and wellness in marccorp.com.”

1994

Koji Anakata of Bento, announcements, “I have been appointed executive director and CEO of DCC Corporation, heading its newly formed information systems and supply chain management unit. These are central to the COVID-19 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 synergies.”

Paulo Pentecado, of Sydney, Australia, noted what “a crazy 12 month” has been since becoming Australian citizens last year. Paulo led management consulting for the third time to become COO of TraillHarr Finance, first time working in finance, trying to transform us into a fintech,” while Ana 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 and protection. Our smart political solutions 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 improve health and sustainability in the low and things get better.” Shown: the low and things get better.

Steve Peletz, of San Francisco, announces, “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 improve health and sustainability in the low and things get better.” Shown: the low and things get better.

1999

Tamar and Thomas Lowell founded Matcha (matcha.com), a platform for online kitchen-cookery classes. Their platform connects chefs around the world. This experimental cooking class concept transports participants to their countries of choice, providing fun evening of authentic cookery classes complete with a virtual kitchen assistant, home delivery of pre-measured ingredients.

I have joined Anthony Zagrofts, MBA 99, of his new venture, Aokin 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 improve health and sustainability in the low and things get better.” Shown: the low and things get better.

2020

Virtual Fireside Chats

Thank you for your support!

YOUR GIFT MAKES A DIFFERENCE EVERY YEAR

A “fellowship” may be the key to next step in a rewarding, life-long career. It can transform the impossible into a realizable amount of debt upon graduation.

I hope these demonstrations bring 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’ll see the low and things get better.” Shown: the low and things get better.
Berkeley
48
HAAS
forms and online marketing.
build their e-commerce plat-
to help Black-owned businesses
connections to partner with com-
Douglass tapped into her Haas
CONNECTIONS
YOURSELF
Oakland, Calif.
Oakland Black
Group &
Signature
Development,
VP of
MBA 16
ELISSE DOUGLASS

Eli seas Douglass thinks a lot about the relationship between
opportunity and place. As the VP of development for Signa-
ture Development Group, she manages large-scale commer-
cial 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 expe-
rience, mobilized. She launched the Oakland Black Business Damage Fund
on GoFundMe, initially raising $5,000. It 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 invest-
ment 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,
we need to invest in the infrastructure for breaking those systems down. We
launched at six locations on Sept. 4 in L.A. and plan to look toward coming to
a store near you.”

Tim Ziemiem, of Aus-
tin, Texas, spun out his
venture to a store near you.

MBA 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 terible events, it’s diffcult to write anything without coming across as self-serving, and for that I humbly apologize. We founded MoNi (More Nutritious Ingredients), a food
and beverage company cre-
ating a more nutritious experience for custom-
ers. Our products are
focused on ‘beauty from
within,’ and we sup-
plement our beverages with other plant-based
superfoods to deliver a
nourishing and glowing
experience. Our story
begins with a curated
journey to the find the best
ingredients sources, with the majority of our
organic ingredients sourced from local farms across California. MoNi
is to provide a more nutritous experi-
ence in a single serving while being transparent
every step of the way. We
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The Takeaway
by Jené Darden

MBA advisory practice from Accenture, focused
on middle- and emerg-
ing-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 Forests
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 organization and raising
equity from California
corporations focused on
addressing the housing crisis.

2011
10th Reunion
April 29, 2011

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 Sin-
gapore National Day celebration.”

—Jasmin Young, MBA 09
CEO, Nitetro

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

“I hope to continue to
build on his legacy and
our vision of supporting
students in their interna-
tional education journey
beyond. The Haas and Berkeley
community have been instrumental
in helping us build this
digital platform.”

The Answer:

“The hard 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.”

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.”

Inspired, she co-founded the Oakland Black Business Fund. The invest-
ment platform aims to raise $10 million to keep Black Oakland businesses
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president and CEO of
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affordable housing.
Merritt raises equity
...
Andrew Berry, of San Francisco, writes, “After graduating from Haas, I started a CFO consultancy that partners with health tech startups that are solving complex public health issues. I am lucky enough to work with a diverse group of leaders in this field, 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 $5MM Series B to tackle health care iniquity 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 a still-complicated problem, but one that has the potential to benefit from some relatively simple solutions. Read it here: haas.berkeley.edu/2020/08/10

Sandip Pahuja writes, “I wanted to share something personal and ask for a little help. IDEO launched our first nar- cissistic thought leader, Owen Corso, MBA 16; and Jenny Jenkins, MBA 19, for selflessly taking time to prepare me for this specific opportunity. Thanks also to Haas staff Marco Lindsey and Elda Bastida for being cove- rageous thought leaders, mentors, and friends in the diversity, equity, and inclusion space.” Shown: Vaughn celebrating with Seneca in New Orleans.

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 Larson 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 gener- ational change in our own respective ways. “I would like to thank Stephi Fujii, MBA 04, Sean Li, MBA 20, Jamieson Brunner, MBA 16, and Jenny Jenkins, MBA 19, for selflessly taking time to prepare me for this specific opportunity. Thanks also to Haas staff Marco Lindsey and Elda Bastida for being cove- rageous thought leaders, mentors, and friends in the diversity, equity, and inclusion space.” Shown: Vaughn celebrating with Seneca in New Orleans.

Owen Corso, of New York City, reports, “Last 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

2017

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2016

5th Reunion APRIL 23–25, 2020

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 Manage- ment. I got a delightful golden retriever named Clifford into our Instagram (courtholfoodog).” Shown: Mak Kern, MBA 17, and Owen Corso.

Ben Fong, of Alpine, 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 am running to stop the service cuts and reinvest in the city’s technology, mobility, and telecom. Most recently, he transferred to EY-Parthenon’s Los Angeles office to become a director in the corpo- rate consulting practice.

2020

1st Reunion APRIL 31–26, 2020

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.”

2018

Vener J. Peltit joined ET-Parthenon’s San Francisco office in 2011; his promotion to the role of a strategic consultant focused upon clients in technology, media, and telecommunications. “In order to solve value problems,” says Geis, “we need to think about how we’re doing business—how our work is organized as communities, to engage everyone in building solutions.” Some of the methods Geis introduces are known as “restorative prac- tices,” a set of conflict-resolution guidelines (like specialized non-judg- mental questions and curricula supporting social-emotional learning skills) that ensure students feel understood so they can address disputes and resume learning. With Geig’s cultural improvements, the number of kids landing in top-down structures with more egalitarian ways of communicating. “In this new form, we have fewer vertical structures and more horizontal structures with more egalitarian ways of communicating. “In this new form, we have fewer vertical structures and more horizontal structures. “In order to solve value problems,” says Geis, “we need to think about how we’re doing business—how our work is organized as communities, to engage everyone in building solutions.” Some of the methods Geis introduces are known as “restorative prac- tices,” a set of conflict-resolution guidelines (like specialized non-judg- mental questions and curricula supporting social-emotional learning skills) that ensure students feel understood so they can address disputes and resume learning. With Geig’s cultural improvements, the number of kids landing in top-down structures with more egalitarian ways of communicating. “In order to solve value problems,” says Geis, “we need to think about how we’re doing business—how our work is organized as communities, to engage everyone in building solutions.” Some of the methods Geis introduces are known as “restorative prac- tices,” a set of conflict-resolution guidelines (like specialized non-judg- mental questions and curricula supporting social-emotional learning skills) that ensure students feel understood so they can address disputes and resume learning. With Geig’s cultural improvements, the number of kids landing in top-down structures with more egalitarian ways of communicating. “In order to solve value problems,” says Geis, “we need to think about how we’re doing business—how our work is organized as communities, to engage everyone in building solutions.” Some of the methods Geis introduces are known as “restorative prac- tices,” a set of conflict-resolution guidelines (like specialized non-judg- mental questions and curricula supporting social-emotional learning skills) that ensure students feel understood so they can address disputes and resume learning. With Geig’s cultural improvements, the number of kids landing in top-down structures with more egalitarian ways of communicating. “In order to solve value problems,” says Geis, “we need to think about how we’re doing business—how our work is organized as communities, to engage everyone in building solutions.” Some of the methods Geis introduces are known as “restorative prac- tices,” a set of conflict-resolution guidelines (like specialized non-judg- mental questions and curricula supporting social-emotional learning skills) that ensure students feel understood so they can address disputes and resume learning. With Geig’s cultural improvements, the number of kids landing in top-down structures with more egalitarian ways of communicating. “In order to solve value problems,” says Geis, “we need to think about how we’re doing business—how our work is organized as communities, to engage everyone in building solutions.”
Dipli Ranjan Sahoo, of Santa Clara, Calif., joined F5 Networks as an intern. He went on to earn an MBA with honors at Haas.

SUNY—Binghamton 2006
16th Reunion APRIL 23-25, 2023

Benny Johnson of Berkeley, Calif., says that working as a consultant at EV-Parthe-nus in San Francisco, he adds, “Took my electric car on a 48-state (if you ask D.C. friends) road trip over the summer, charging in every state and seeing friends old and new.”

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

On the Boardlist welcomes women and underrepresented minorities—regardless of gender—to become candidates on the platform. Get noticed and referred for company boards. Visit theBoardlist.com/home and click “Get Started”—type Berkeley Haas when asked who recommends you.

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.

Haas Alumni Network Chapters of Shanghai and Beijing.

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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 Inghelbrecht, MBA 00s, along with Dhiraj Mukherjee and Avery Wang, were unflappable. Here, a look at Shazam’s rise.

While Haas students, Barton and Inghelbrecht brainstorm startup ideas with Mukherjee and Wang, settling on an application to identify music using only a cellphone. They then tenteted the song info. Shazam launches in the UK. 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 App Store and launches on the Android platform later in the year.

2011

Shazam is the App Store’s 200th most downloaded free app of all time. Shazam helps users 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.

Road to Success

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Negotiation and Influence (Online)

Resolve Conflict and Reach Agreement

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.

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