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RETHINKING FOOD P. 14
The effects of remote work on collaboration

BY LAURA COUNTS

As companies debate the impact of large-scale remote work, a new study of over 61,000 Microsoft employees found that working from home causes workers to become more siloed in how they communicate, engage in fewer real-time conversations, and spend fewer hours in meetings. The study, published in the journal *Nature Human Behaviour* and co-authored by Assistant Professor David Holtz, suggests that a full-time remote workforce may have a harder time working together and could lead to decreased collaboration.

**The Takeaway**

Managers designing hybrid work situations should note the communication challenges that can arise from fully remote work and aim to minimize them, such as by arranging real-time communication opportunities between teams.
Fringe Benefits
Who wields influence on social media?

BY LAURA COUNTS

Want to spread gossip? Seek out a social media celebrity. Want to go viral with a cutting-edge new product or unique idea? You may need to look elsewhere.

A new study by Assistant Professor Douglas Guilbeault found that popular influencers aren’t the most influential people to spread anything more complex than a new flavor of hard seltzer or a meme. Rather, the most innovative or provocative new technologies, social movements, and behaviors spread wider and faster from those on the fringes—what Guilbeault and co-author Damon Centola of the University of Pennsylvania term “complex contagions.”

“With ideas or behaviors that require a lot of peer reinforcement to catch on—for example, wearing masks—the most influential people in a network are often those who don’t have the most connections and who are not the most central in traditional terms,” says Guilbeault. “For unfamiliar ideas, the people on the edges of a network suddenly have the greatest influence across an entire community.”

That’s because in order for a new idea or behavior to take off, people need to be exposed to it from multiple sources that they trust and can relate to. Eyeballs don’t equal influence: Asking Kim Kardashian or a celebrity on TikTok to persuade people to get COVID vaccines may be more polarizing than persuasive. But when our friends and neighbors all think something is a good idea, we tend to start to think so, too.

THE FINDINGS

- Workers’ collaboration networks became less interconnected and more siloed. They communicated less frequently with people in other formal and informal business groups.
- Workers spent about 25% less time collaborating with colleagues across groups, compared to pre-pandemic levels, and added new collaborators more slowly.
- Conversely, workers communicated more frequently with people in their inner network and built more connections within that inner network.
- Workers spent more time using asynchronous forms of communication (i.e., email and message platforms) and less time on synchronous conversations (i.e., in person, phone, or video conference).

workers down the road.

Holz, who conducted the research as an MIT Sloan doctoral intern at Microsoft, and Microsoft colleagues Longqi Yang, Sonia Jaffe, Siddharth Suri, and seven others, compared the 18% of Microsoft employees who were already working from home with those who abruptly shifted online during the pandemic. Through statistical techniques, they teased out changes in behavior caused by remote work specifically rather than the upheaval of the pandemic itself.

The researchers had access to anonymized data on most of Microsoft’s U.S. employees. They also used aggregated weekly summaries of the amount of time workers spent in scheduled and unscheduled meetings and calls, the number of emails and instant messages they sent, and the length of their workweeks, as well as monthly summaries of workers’ collaboration networks.

The time people spent in meetings decreased by about 5% though unscheduled meeting time increased slightly. Holz also analyzed how collaboration patterns are affected by an individual and one’s collaborators working remotely. Both, he found, are important.

“That your colleague’s remote work status affects your own work habits has major implications for companies considering hybrid or mixed-mode work policies,” he says. For example, having one’s collaborators in the office together improves communication and information flow for those in and out of the office. “It’s important to be thoughtful about how these policies are implemented.”

THE TAKEAWAY

The pandemic caused a surge in remote work, from about 5% of Americans to 37% by April 2020. Popular influencers may do more harm than good in spreading new ideas or behaviors. It takes multiple exposures from people within one’s network to win over doubters.

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In the year after receiving a donation from a corporation, government agencies change their rules alongside them. One challenge the school faces is competition from other elite MBA programs with deeper pockets. “It’s hard to see the renewed interest in diversity as a bad thing,” says Élida Bautista, Haas’ chief diversity, equity & inclusion officer. “It’s good that more schools are showing up with money, but it can be hard for Berkeley to compete as the only public school in the top 10.”

But now, two new gifts aim to help. Allan Holt, MBA 76, donated $5 million to further Haas’ diversity, equity, inclusion, and belonging (DEIB) efforts. Holt, a senior partner and managing director of The Carlyle Group and chairman of Carlyle’s U.S. buyout group, set up the generous gift because he believes greater diversity in business makes for a better environment.

“You make better decisions when you have a diverse group of people around the table,” says Holt. “And Haas, he believes, is just the place to prepare diverse business leaders.”

Half of Holt’s gift will establish the Allan Holt DEIB Fellowship, which will be awarded to full-time MBA students who are members of the Consortium for Graduate Study in Management, an organization that provides scholarships to support diversity in MBA programs.

The remainder of Holt’s gift will establish the Haas DEIB Initiatives Fund. Among other things, this fund will establish a post-doctoral fellowship to create a pipeline for new faculty who have a commitment to racial equity in business.

As Haas works to increase representation of historically underrepresented communities across all academic programs, one challenge the school faces is competition from other elite MBA programs with deeper pockets. “It’s hard to see the renewed interest in diversity as a bad thing,” says Élida Bautista, Haas’ chief diversity, equity & inclusion officer. “It’s good that more schools are showing up with money, but it can be hard for Berkeley to compete as the only public school in the top 10.”

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The second DEIB gift offers funding for students in the Berkeley Haas Evening & Weekend MBA Program and was made by Jamie Breen, the assistant dean of that program. She says the need to increase diversity has long been clear.

“We’ve been thinking about scholarship support to increase the diversity of our working professional student population for a while, but it’s hard to get these things started,” says Breen. “I have the capability to do it, so this seemed like a great place to use my philanthropy.”

Haas has established a partnership between the SF/RAy Area chapters of the National Black MBA Association and the Evening & Weekend MBA program. Haas and NBMBAA will select incoming students for fellowship (which includes membership and mentoring) in NBMBAA, and some students will also receive scholarship support.

The impact of these gifts supporting DEIB efforts will reverberate even beyond a fellowship student’s time at Haas. Haj Bolaji, MBA/MEng 23, a student pursuing the new joint master’s degree in business and engineering and a recipient of a Consortium Fellowship, says assistance also grants a level of freedom when thinking about careers.

“It allows me to think about what I want to do after Haas without financial limits or barriers,” Bolaji says.

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Online instruction during the pandemic came with its share of frustrations, but it also came with unexpected upsides, including flexibility for learning in remote locations and novel online tools adopted by faculty.

Haas is taking advantage of those benefits by launching a new Flex cohort for its Evening & Weekend MBA Program. The option will combine online and in-person instruction to offer a wider cross-section of students access to a Berkeley MBA.

“When the pandemic hit, our faculty became increasingly expert in using online teaching technology, with all kinds of tools for interaction and enhancements to their courses,” says Jennifer Chatman, PhD ’88, the associate dean for academic affairs. “We saw we could scale this to meet the needs of students from a wider geographical and demographic network—people across the country but also the working parent in Santa Clara who can’t come to campus two nights a week for three years.”

Students will take core classes virtually from Haas professors who will be teaching in new state-of-the-art video classrooms created specifically for remote instruction. For electives, students will have the option to come to campus for in-person instruction. “If students want to complete the entire degree program online, they can do that,” says Jamie Been, the assistant dean of MBA Programs for Working Professionals, who oversees the EWMBA program. “But they can also come to campus for their electives and get all of the benefits any evening and weekend student gets, including access to the career management center and student clubs.”

Core classes taught online by regular Haas faculty will include a mix of synchronous and asynchronous content. Associate Prof. Ricardo Perez-Truglia, for example, has recorded lectures for key theoretical concepts for his core microeconomics course; last year, he found that students watched them multiple times and even used them for open-book exams.

“For topics like price discrimination or versioning, I can make an hour-long video for something that would take me two hours to say live,” says Perez-Truglia. “Students can watch them over and over until they understand it.” He is then able to devote more time in synchronous classes to discussion and applications to real-world situations.

The online environment also allows professors to use new tools to enrich instruction, including collaborative whiteboard spaces, simulation exercises, and other experiences that would be difficult in a fully in-person environment. “You can do instantaneous breakout rooms and have one-on-one conversations in ways you couldn’t do together,” says Associate Prof. Juliana Schroeder, who teaches the core leadership course. In one negotiation exercise, for example, she assigns a group of 10 students roles in a fictitious company, then encourages them to meet virtually to discuss strategy. A week later, they attempt to persuade the CEO of their strategy objectives. “All sorts of amazing things happen when you get to see who wielded the most influence over the course of the week and what coalitions formed,” says Schroeder.

In addition to the core classes, students take a wide range of electives, such as Power and Politics in Organizations, a highly sought-after class which Prof. Cameron Anderson specifically designed for an online environment well before the pandemic, as well as popular in-person courses such as Financial Information Analysis and Data Analytics.

While much of the interest in the cohort has come from Northern California so far, Haas has also seen strong interest from Los Angeles, Seattle, Phoenix, and Portland, Ore., says Bill Pearce, assistant dean and chief marketing officer. “Our target is the same as for the evening and weekend programs: smart, talented people with seven to 10 years of experience who want to round out their skill set to prepare them for career advancement,” Pearce says. “Taking away some of the geographic restrictions just opens Haas up to more people.”
The widening wealth gap in access to air conditioning

BY LAURA COUNTS

Though air conditioners contribute to global warming, they’re essential to productivity and learning in hot climates (just ask anyone who’s tried to focus on work in a stifling room). Not to mention overall health: Heat-stroke deaths plummet as AC use increases.

Access to cool air will become even more critical as the planet warms. But it will also become more unequal, concludes a new study co-authored by Haas Professors Lucas Davis, Paul Gertler, and Catherine Wolfram and Stephen Jarvis, PhD (Energy & Resources).

“Every hour, 10,000 new AC units are sold somewhere on the planet,” says Davis, the Jeffrey A. Jacobs Distinguished Professor. “Most of those purchases are in relatively wealthy countries, while in the poorest countries—which are also some of the hottest—only the richest are able to afford them.”

By analyzing household data from 16 countries, the researchers concluded that the overall share of households with air conditioning will increase from 35% in 2020 to 55% in 2050. But most of that expansion is concentrated among people with higher incomes.

Poorer people throughout the world are already more vulnerable to the fallout from climate change, such as more severe storms and flooding. The concern for those focused on fighting global poverty is that unequal access to air conditioning will put the poorest people even further behind.

High Temps + $$$ = AC

Compiled from data on more than a million households in 16 countries, this heat map shows air conditioning use is most intense (red) in areas that have the hottest climates (most cooling degree days) and highest incomes. Very poor, hot areas use relatively little AC (purple, blue, and green).

Cool for Some

The disparity in access to AC will grow even wider in relatively poor, hot countries. For example, in Pakistan, only 5% of households in the lower third of income are expected to have AC by 2050, compared with 38% of those in the upper third of income. It’s similar in Ghana, Nigeria, and Sierra Leone. Meanwhile, in China, widespread income expansion is expected to bring AC within reach of nearly half of households in the lower third of income. In the U.S., which already has high penetration of air conditioning, nearly everyone will have access by 2050.

The Takeaway

Air conditioning provides comfort, but it also changes economic outcomes. Unequal access to air conditioning has implications for health, education, productivity, and social mobility.
Hail Merry
Ride-hailing apps reduce traffic deaths

BY LAURA COUNTS

In a first-of-its-kind analysis of proprietary data from Uber, researchers at Haas and Berkeley have found that the ride-hailing platform has reduced overall U.S. traffic fatalities by about 4% and cut alcohol-related traffic deaths by over 6%—effects that were even larger during nights and weekends.

The research, co-authored by Haas Professor Lucas Davis and Michael Anderson, UC Berkeley professor of agricultural and resource economics, looked at monthly Uber rides from 2012 to 2017 for all 70,000 U.S. census tracts (except Seattle and New York City) combined with National Highway Traffic Safety Administration data on all fatal U.S. traffic accidents. Based on conventional estimates of the value of statistical life, the annual life-saving benefits from ride-hailing services range from $2.3 billion to $5.4 billion. Lyft was still nascent during the study period, but the impact would presumably be even larger if data from Lyft were included in the analysis, Davis says.

“I’m excited about the potential for ride-hailing, automated vehicles, and other new technologies to make driving safer,” says Davis.

Since the pandemic began, local shops, restaurants, and other small businesses have struggled with how best to respond to the ever-changing crisis.

Haas researchers have found that when it came to daily closures, big chains set the tone: In the pandemic’s first few weeks, local businesses not affiliated with a chain were more likely to close their doors if competing chain outlets in the same ZIP code shut theirs.

The study, published in Management Science, focused on service-oriented businesses, such as retail shops, restaurants, movie theaters, and gyms, and excluded essential industries, such as grocery stores and gas stations.

The researchers—Assistant Professor Mathijs de Vaan and Abhishek Nagaraj; Associate Professor Sameer Srivastava; the Ewald T. Grether Chair in Business Administration and Public Policy; and PhD student Saqib Mumtaz—used anonymized cellphone-track ing data to determine whether 250,465 local businesses in the same ZIP codes as 519 national chain establishments were open or closed each day between March 1, 2020, just before local governments began issuing stay-at-home orders, and April 15, 2020.

Nationwide, if a chain store closed one day, a competing community business in the same ZIP code was, on average, 3.5% more likely to close the next day. That may not sound like a lot, but that’s just the daily level. “If you accumulate 3.5% across days and establishments and places, it adds up to be a fairly consequential effect in a town that may have hundreds of businesses,” Srivastava says.

While the focus was on closures, the researchers say the lessons are applicable to more current questions, such as whether to impose mask or vaccine mandates or let employees work from home.

The Takeaway
Ride-hailing services can play an important role in reducing traffic fatalities, especially those related to alcohol.

The Takeaway
In the absence of clear-cut information and directives, small businesses look to nearby chain establishments in their industry for guidance.
Adrian Rodrigues and Francois-Jerome Selosse, both MBA 18, co-founded Provenance Capital Group to tackle what they deem one of the greatest challenges of their generation: how to finance regenerative agriculture systems.

Meal Plans
Rethinking food from the ground up
BY CAROL GHIGLIERI

photo by Noah Berger
Few industries encapsulate the most challenging issues of our time—personal, public, and planetary health—as dramatically as food and agriculture.

“The outcomes of poor diet as they manifest in chronic disease and social and racial inequity, and now climate change, have become urgent,” says Will Rosenzweig, director of the Sustainable Food Initiative at Haas. “It’s his job to prepare the leaders and trailblazers who will make the business of food one that allows society and our planet to thrive.

The stakes could hardly be higher. A United Nations-backed study published in Nature Food revealed that more than a third of a global greenhouse gas emissions caused by human activity can be attributed to the way we produce, process, and package food—and that 71% of that comes from agriculture and land use. And if we don’t significantly reduce these emissions, says research published in One Earth, by the end of the century up to a third of the world’s food production will be at risk due to extreme weather, undermining food security for large parts of the planet.

Clearly the food and agriculture industry is ripe for innovation—some might even say it’s in need of a total overhaul. But the shift to sustainable business requires large amounts of capital and leaders to guide large-scale transformation. For the last decade, Haas students and alumni have been reimagining every aspect of food and using their business acumen to create a food system that is not only economically viable but better for consumers, producers, and the planet.

Fixing a broken system
When it comes to the scope of the challenge, Francisco Jeromez-Loesse, MBA 18, doesn’t mince words. “Our food system is basically broken,” he says. “Ninety-nine percent of the agriculture in the U.S. is done conventionally and is dependent on caustic chemicals like pesticides and destructive soil practices like tillage. Conventional farming creates enormous negative externalities for the land, for the people who steward the land, and for the health of the people who consume the end products.”

Selosse and Adrian Rodrigues, MBA 18, started Provenance Capital Group (PCG) in 2019 to focus on regenerative agriculture, which utilizes farming techniques that restore health to the soil, water, and surrounding resources. The result is land that can sequester carbon, retain nutrients, and help with water retention, especially crucial in the face of extended droughts.

Their task is to solve one of the greatest challenges of their generation. “How do you finance regenerative agriculture systems,” says Rodrigues, “when the financial structures of vogue, such as venture capital and private equity funds, don’t align with the time horizon and return profile of living systems?” At PCG, Selosse and Rodrigues, both former Wall Street financiers, advise eco-friendly enterprises—from a producer of biodynamic baby food to a processor of regeneratively produced meats—and then connect them with capital partners who are aligned with their mission.

One of the ventures they’ve helped succeed is Encina Farms. Encina’s ranchers raise pigs that produce Iberico pork—a prized meat that traditionally comes from Spain—on 650 acres in Northern California. The pigs feed on acorns, which are plentiful on the land.

“California has as many oak woodlands as Spain does,” Selosse says. “They’re a key part of the California ecosystem, yet they’re disappear- ing because landowners don’t see much value in them.” Often oaks are uproots vineyards.

Encina is using the land to raise pigs holistically in a manner that not only helps it regenerate but also reduces its fire risk. Oak trees are naturally fire resistant if the fire isn’t too intense, and the pigs’ foraging helps reduce the brush that fuels fires.

Championing green supply chains
Kyle Rudzinski, MBA 14, the vice president of operations at refPlant Capital, says refPlant is on a mission to reverse climate change at scale and help the agriculture system transition to regenerative practices. The financial services firm works with large food and beverage companies like Danone to identify suppliers, farmers, and ranchers who are interested in restoring soil health, enhancing biodiversity, and increasing their profitability—not just yield. They then help these producers through loans and other accessible, low-interest and no-in- terest forms of financing.

McCarthy Family Farms, a dairy supplier to Danone, is one of the farms they’re partnering with. “They understand they have to move into more regenerative practices,” Rudzinski says. “A lot of farmers are seeing the real impacts of cli- mate change and saying, ‘I need to build a more resilient farm because the risks are increasing.’”

He says that refPlant’s goal is to deploy $2 billion over the next decade toward building soil health.

Elaine Hsu, MBA 19, and Planet FWD are tackling the issue from another angle. Planet FWD offers software and services to food brands to help them assess and improve their carbon footprint—and then get that message out to consumers.

“When you look at the way soil regenerates, it has an integral component of a regenerative system. It’s an important part of their marketing and branding,” says Hsu, who handles operations and sourcing at Planet FWD. “At Planet FWD, we were interested in partnering with brands that are interested in tackling climate change and ensuring the health of their supply chain.”

At Planet FWD,mathrm{Hsu} says, “We’re working with brands to help them identify their carbon footprint and then help them communicate that to their customers.”

The Takeaway
Increasingly, established brands are on board with sustainability. Jenny Burns, MBA 12, the director of innovation at meat producer Applegate, says the company is wholeheartedly embracing regenerative methods. While conventionally raised meat poses problems for the environment, Burns says animals are an integral component of a regenerative system. “When you look at the way soil regenerates, it has to include animals,” she says.

But given that Applegate doesn’t own any farms and instead contracts and partners with individual farmers, a focus on regenerative meat only hap- pens after a long innovation cycle, sometimes last- ing years. The animals have to be custom raised and then connected with capital partners who are aligned with the mission. The financial services firm works with large food and beverage companies like Danone to identify suppliers, farmers, and ranchers who are interested in restoring soil health, enhancing biodiversity, and increasing their profitability—not just yield. They then help these producers through loans and other accessible, low-interest and no-interest forms of financing.

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New Foods

Some of the industry innovations being developed by Haas alumni involve creating novel nosh and beverages. Here, a sampling.

PLANT-BASED SEAFOOD

What started as a class project in the industrial engineering department led Kelly Pan, BS 21, and her two co-founders to launch Impact Food to create plant-based seafood. Alarmed by the loss of biodiversity and depleted fish stocks caused by overfishing, they sought to develop their first product: a plant-based, sushi-grade tuna. The final product is still in development, but feedback has been positive, and restaurants that have tasted it are ready to put it on their menus.

PONGAMIA OIL

Naveen Sikka, MBA 09, founder of Terviva, change with the help of founder of Terviva, Naveen Sikka, MBA 09, their menus.

JITTERLESS COFFEE

Put off by the unpleasant jitters that come with coffee, Ofek Ash, BS 20, and his business partner, George Passantino, BS 20 (environmental economics and policy), set out to develop a coffee with all the upsides and none of the down. Enter Quokka Brew. The coffee is blended with green tea and matcha—and produces no jitters. It’s also one of the healthiest ready-to-drink coffees on the market, with only five grams of sugar and 60 calories.

A NON-ALCOHOLIC BUZZ

As Jocelyn Stradiotto, BS 17, got older, she longed for a drink that would suit her changing palette and lifestyle. Zografos, MBA 95, founded Akorn Technologies to tackle the problem. Zografos and Xander Shapizo, MBA 98, have created tasteless, edible plant-based coatings that can extend the shelf life of a wide range of fruits and vegetables. The coating, which launched this harvest season, allows ripe produce to last two to three times longer than uncoated produce.

PLANT-BASED RAMEN

Kevin Lee, BS 12, was inspired to create a healthy ramen after watching many family members deal with diabetes and high blood pressure. He and a co-founder sought to make low-carb, high-protein noodles—which food scientists originally said was impossible—and a low-sodium broth. They persisted, and inni was born. The company makes three flavors of plant-based ramen with noodles using pumpkin seed protein as a primary ingredient.

And Applegale’s label claims must be approved by the U.S. Department of Agriculture before coming to market. “We’ve been working to basically build these systems from scratch,” Burns says.

This fall the company is launching a beef hot dog that’s sourced entirely from regenerative systems and is relying on education and messaging to entice consumers. While the nuts and bolts of regenerative agriculture can get a bit dry, the bottom-line message resonates. “When you say, ‘This hot dog is made with clean simple ingredients, it’s delicious, and it can help make an impact on our climate,’ people get really excited,” Burns says.

Focusing on farmers

Of course, farmland is nothing without people to work it. Anthony Chang, BS 99, founded Kitchen Table Advisors (KTA) in 2013 to advise farmers on business and financial management and accessing capital. He focuses on people historically excluded from resources, particularly immigrants, women, people of color, and members of the LGBTQ+ community.

“The farmers we work with are hardworking and naturally entrepreneurial,” Chang says, “but they’re still making $15,000 to $30,000 a year.” Chang, himself the son of immigrant small-business owners, knows how hard it can be for some to succeed. The industrialized food system, he says, depletes the land and disempowers the very people wanting to farm responsibly.
“It’s clear to us that the systems small organic farmers work in aren’t built for them,” he says. “We’re trying to disrupt those systems and influence institutions that control land and markets and capital to work better for farmers.” Since its founding, the nonprofit KTA has supported more than 80 sustainable small-scale farms and ranches throughout Northern California.

Steele Lorenz, MBA 19, also supports growers in his role as the head of sustainable business at Farmers Business Network. FBN began as an online platform where farmers could share information about how they farm. Since then, Lorenz says, it’s expanded to offer e-commerce and financial services.

Lorenz’s work marries sustainability with a better bottom line. “The business I’m in is helping growers get premiums—paid more, essentially—for the environmental claims that come from their lands.” As farmers transition to regenerative practices that capture and store carbon, they’re gaining a second, valuable commodity—the carbon itself. Lorenz and FBN help growers find buyers for the carbon, either through the supply chain or in the offset credit market.

Growing food vertically
While a lot of work is focused on regenerating the land, another major innovation moves the farming inside. Vertical farms grow produce in stacked rows, under tightly controlled conditions that don’t depend on weather—which means using less soil and water and fewer pesticides. Right now the majority of vertical farmers grow leafy greens, but Hiroki Koga, MBA 17, co-founder of Oishii Farms in New Jersey and Los Angeles, set his sights on something sweeter: strawberries.

“Strawberries have been said to be the holy grail of vertical farming,” says Koga, who first learned about the growing technique in Japan, where he worked as a consultant before coming to Haas. “They’re especially hard to control because they require pollination.”

Oishii is the first commercial indoor farm to use bees to pollinate its super-sweet strawberry variety called the Omakase, which until now was grown only in the Japanese Alps. Oishii can grow its strawberries anywhere year-round. “They can even be grown in the desert,” Koga says.

The strawberries aren’t cheap—thirty sell for between $5 and $8 each—but the company just raised $50 million, which they’ll use to develop a more affordable berry; expand into other crops such as tomatoes, melons, and peppers; and build new farms. Koga says their next commercial-scale farm plans to run entirely on renewable energy.

If the food system demands deep repair, it’s clear the work has already begun. The Sustainable Food Initiative’s Rosenzweig is thrilled but not surprised to see how passionately Haas students and alumni are taking up these challenges.

“Berkeley’s combination of science, research, and social conscience is the perfect place to lead the way,” he says.
Trio of alumni heat up cookware industry with direct-to-consumer brand

TRIAL BY FIRE

Made In’s American-made stainless clad frying pan, one of the company’s best sellers, helped launch the brand.

Facing page: Chad Brinton, Chip Malt, and Matt Gunderson, MBA 15.

By Nancy Davis Kho
I was filming Tom Colicchio. “We didn’t hear back from him to a dream collaboration partner: celebrity chef Ware company Made In, Chip Malt, MBA 15, and ix months after the 2017 launch of cook content from Food Network and Bon Appetit pans. “There was rising demand for cooking getting customers to care about their pots and Made In faced a fundamental challenge at launch: Malt says, “We went to the town in France that the craftspeople behind the products. For instance, feel an emotional connection to the company and to Made In’s. So Made In’s founders communicated a message for one another at Haas has helped them navigate Made In’s fast growth. Being able to be honest and not having to posture with one another has made all the difference in their success, says Malt.

CULTIVATING DEVOTION Made In faced a fundamental challenge at launch: getting customers to care about their pots and pans. “There was rising demand for cooking content from Food Network and Bon Appetit, and people were spending time sourcing quality ingredients. Then they’d come home and cook on a hand-me-down pan whose brand they couldn’t name,” Malt says. “There’s no other industry where people use a product so frequently yet have nearly zero brand affinity.”

At the end of that half-hour meeting, Malt and Kalicik was his best friend of 30 years; his family had founded a cookware business in 1929 to outfit professional kitchens. “I knew how to build a digital brand,” says Malt. “Jake knew cookware, and after one phone call we were already at work on Made In.”

ASSEMBLING EXPERIENCE Brinton, who focused on supply chain management at Haas, is Made In’s vice president of operations. He was working for Walmart and jumped at the chance to work with Malt. Gunderson, Made In’s vice president of finance, was winding down his third year at Personal Capital and planning his next move. They became employees #7 and #8.

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For Brinton and Gunderson, much of their roles involved formalizing and systemizing their respective departments—even if those were one-person departments at the outset. Brinton’s corporate experience has proved invaluable. “My time after Haas was spent seeing how organizations at scale are able to build and maintain a global supply chain,” Brinton says. “Walmart had a fantastic approach to focusing on the customer experience when making key decisions that I’ve carried into my role at Made In.”

NaviGating the pandemic Malt characterizes 2020 as a transformative year for the company. The pandemic lockdown allowed home cooks time to experiment and scrutinize their kitchen tools. The company rolled out new products like glassware, flatware, tableware, copper cookware, and new knife shapes. Made In’s 2020 revenue multiplied by a factor of five over 2019 levels, and employees rose from 10 to 40. At the same time, global disruption of supply chains hit hard, shuttering down their French and Italian manufacturers for a time and impeding the flow of raw materials from China. “It forced us to think of more creative ways to operate, like selling shelf-stable meal kits,” Brinton says.

Today, Made In continues to innovate. Its latest product collaboration is a first-of-its-kind French porcelain baking slab developed with famed chef Nancy Silverton. The bakeware, which is part bak ing dish, part sheet tray, sold out in hours. While rave reviews from professional and home chefs is gratifying, Malt points to another, more elusive marker of startup success—team dynamics. “We have just as many bad days as we do good days,” he says. “Having a good group of friends and colleagues with whom you can be honest and commiserate as buddies when you’re solving problems has been awesome.”

The Takeaway

 Almost everyone was willing to take a call, and I’m thankful for the access it provided.”

ASSEMBLING EXPERIENCE

Raising Colicchio’s imprimatur also helped Made In’s kitchenware get adopted in multiple three-Michelin-star restaurants, including Chicago’s Alinea and New York City’s Le Bernardin. Demand was quadrupling year over year, and by 2019, it was clear that Made In needed specialists in supply chain and finance. Malt turned to classmates Chad Brinton and Matt Gunderson, MBA 15, for help.

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Haas alumni innovate to help solve climate crisis

BY KATIE GILBERT

Illustrations // Michael Waraksa
“The businesses that will be important in fighting climate change have to be financially sustainable too. If they aren’t, they won’t be around in five or 10 years.”
—STUART BERNSTEIN, BS 86

“For us to solve this climate problem, the solutions need to have good business fundamentals,” Farsad says.

In conversations with Farsad and many of his fellow alumni, this tension emerged time and again. These inventors, founders, business leaders, and investors who are scouting out a sustainable future and helping to define its shape are driven by both a desire to effect large-scale climate impact and a need to realize healthy profits. For them, profits are not incidental. Staying in the green financially represents another kind of sustainability—one that will help to ensure that their new products, business models, and visions of the future can persist.

Stuart Bernstein, BS 86, says that many people equate impact investing and sustainable industries solely with mission-driven endeavors. “Thinking of it that way is only half right,” says Bernstein, the founder and managing member of Sustainable Capital, an impact investment firm focused on companies applying emerging technologies to traditional industries in a sustainable way. “The businesses that will be important in fighting climate change have to be financially sustainable too. If they aren’t, they won’t be around in five or 10 years.”

USING A SUSTAINABILITY LENS

Farsad and the others featured in this article chose Haas because its leaders and faculty understand the urgency and complexity of building profitable businesses that help the planet and its people. And within Haas, the sustainability focus is only getting stronger.

Already, Haas boasts a highly respected Energy Institute as well as the Sustainable and Impact Finance Initiative, the Center for Responsible Business, the Sustainable Food Initiative, and the Fisher Center for Real Estate and Urban Economics, which is pivoting to focus on sustainability in the built environment and the financing that fuels it.

Michele de Nevers, executive director of sustainability programs at Haas, says the goal is to establish Haas as the top business school on sustainability. She and her team are working with faculty to integrate relevant sustainability topics into all core MBA courses.

“We want every Haas graduate to have an understanding of the key issues, challenges, and framing of sustainability,” de Nevers says.

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“We want every Haas graduate to have an understanding of the key issues, challenges, and framing of sustainability,” de Nevers says.
There’s always been a real scarcity of funding.” Ventures, which invests in early stage companies, says Mira Inbar, MBA 09, a partner at ArcTern Capital for Climate.

“We have seen $130 trillion allocated aid shipments that reached over 100 million people—just the impact Schönberg had been seeking.

Solar energy is one area where the economic incentives are finally in the right place—for example, the Glasgow Financial Alliance for Net Zero (GFANZ), which launched in April. With this mobilization of capital, growth in electric transportation. At NRG Energy, she focused on renewables development, and at Shell she helped build a residential power business for North America. Ultimately, Inbar came to believe that, even though these large legacy businesses need to transition to low-carbon business models, the major disruptions that the climate and economy urgently need wouldn’t likely come from within these industries but from startups outside them.

“I wanted to take the knowledge and experience I had,” Inbar says, “and help early companies that are part of the next wave of the economy—which will be a greener, lower-carbon economy—to grow and scale and be more impactful.”

CONNECTING WITH CAPITAL

Though some governments are taking initial steps to funnel resources into climate change mitigation and adaptation measures—like the European Green Deal—the private sector’s investment in climate solutions will be just as crucial, says Tony Lent, MBA 90.

He points to the whopping $130 trillion in assets under management controlled by asset owners, investment managers, and banks who have pledged to help the economy achieve net-zero emissions by 2050 as part of the Glasgow Financial Alliance for Net Zero (GFANZ), which launched in April.

With so much capital mobilized and others like him, he believes, comes a pressing need: Investors now must be able to understand decarbonization opportunity beyond gift renewables and act on it. Research indicates that large-scale wind and solar installations will be responsible for roughly 35% of required emissions reductions by 2050, he explains. Yet, they currently receive a disproportionate 80% of climate-focused investment. Climate opportunities in agriculture, industrial emissions, natural capital, and negative-emissions technologies are equally important and significantly understudied, Lent says.

To help ameliorate this mismatch, Lent and Deborah Stern, MBA 94, joined forces to create Capital for Climate, an investment platform to provide guidance on the landscape of climate solution opportunities that is aligned with leading science-based decarbonization roadmaps to achieve net zero. It’s designed to make it easier for large-scale investors, like pension funds, asset managers, and family offices, to identify and evaluate fund managers that focus on these climate solutions investments. Capital for Climate aims to help move billions of dollars a year into under-funded climate projects and technologies.

RETHINKING SUPPLY CHAINS

Education is also fundamental to the work that Shannon Graham, MBA 03, does as a director and team lead focused on large European and Middle Eastern corporates at management consulting firm Guidehouse. She assists all levels of teams within companies along their sustainability journeys.

“I went to Haas because I wanted to be someone who could be a bridge across different disciplines, bring in information, and make things happen,” Graham says. “I want to see change.”

Prior to her role with Guidehouse, Graham had been a director in the energy practice at consulting firm Navigant (acquired by Guidehouse in 2019). One of her projects was helping a global logistics company headquartered in Dubai to decarbonize.

Not only did the project draw on Graham’s technical background in renewable energy and energy efficiency, but it required her to deeply consider what drivers behavioral change among busy management teams.

“How do you make it worthwhile for someone to put sustainability on the agenda?” she asks. “You have to make it worthwhile for someone to put sustainability on the agenda.” Sting, MBA 91, joined Deborah Stern, MBA 04, and Tony Lent, MBA 90, at Capital for Climate as senior product manager in the company’s early days.

In 2020, Susy Schöneberg, MBA 17, was named to Fortune’s 40 Under 40 list of emerging leaders.

The Takeaway

Research indicates that large-scale wind and solar installations will be responsible for roughly 35% of required emissions reductions by 2050. Yet, they currently receive a disproportionate 80% of climate-focused investment.

to change the key performance indicators for leaders across a company, and the CEO needs to emphasize the importance while driving accountability.”

Susy Schöneberg, MBA 17, also aims to significantly disrupt business as usual.

“If you want to change a whole industry, the business model is really important,” she says—especially in logistics and transportation. Transportation is one of the few sectors where emissions are currently declining. Schönberg figured that supply chains also stand to play a critical role in addressing social issues.

She’s now at Flexport, a technology company making global trade easy and accessible for everyone. She founded and leads Flexport.org, which serves two networks: first, the thousands of companies working toward carbon neutrality in their supply chains. The Flexport platform calculates a company’s carbon emissions and finds transport routes that reduce greenhouse gas emissions, especially in logistics and transportation. Transportation is one of the few sectors where emissions are currently declining.

In 2020, Flexport.org fully funded COVID-related aid shipments that reached over 100 million people—just the impact Schönberg had been seeking.

Making Electricity Work

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Energy, which makes smart home-energy systems including components like solar microinverters that are used in 1.5 million homes worldwide. And yet, Belur points out, solar penetration in the U.S. is only about 3%.

He hopes that Enphase—founded in 2006 and today an S&P 500 company valued at over $20 billion—can play a key role in helping change that with its transformative approach to solar energy. The Enphase Energy system pulls together solar generation, home batteries, and an app, which together allow users to make, use, save, and sell their own power.

Powering electric vehicles is another area with sky-high potential for growth—and major implications for the planet. While EVs today only account for about 4% of the world’s cars, major car manufacturers are accelerating the transition to electric vehicles in the coming decades.

Jagdeep Singh, MBA ’90, founded and leads QuantumScape to help carmakers get there. The company is developing solid-state batteries that better compete with combustion engines. Singh believes that QuantumScape batteries, which he projects will be in commercial production by 2025, can help narrow that gap.

**“Circularity is a different lens through which to look at sustainability. It really focuses on waste and inefficiency across the entire value chain.” —Evan Wiener, MBA ’14**

As a startup, QuantumScape received investment capital from Bill Gates and Volkswagen, which also took an ownership stake in the company and is partnering on a manufacturing joint venture.

“You can’t mandate your way to getting people to drive cleaner cars,” Singh says. “You have to have products people want to buy.”

In other words, he says, EVs must run on batteries that better compete with combustion engines. Singh believes that QuantumScape batteries, which he projects will be in commercial production by 2025, can help narrow that gap.

**EMBRACING CIRCULARITY**

As companies’ efforts to boost their sustainability practices improve, many of them will confront difficult tradeoffs—something Evan Wiener, MBA ’14, grappled with as global director of sustainability and circularity services at Nike.

Wiener and his team were tasked with designing, testing, and scaling services to promote circularity by helping consumers extend the life of their athletic gear or to responsibly recycle or donate it when worn out.

“Circularity is a different lens through which to look at sustainability,” says Wiener, who recently became the general manager of circular business at clothing retailer H&M. “It really focuses on waste and inefficiency across the entire value chain.”

**“It’s the first time we’ve ever had significant dollars flowing into climate technology. There’s always been a real scarcity of funding.” —MBA ’99, MBA ’03**

The complication is that in some cases, these programs can actually increase a product’s carbon footprint. Even as companies grapple with these types of tradeoffs, Wiener emphasizes that moving toward more circular business models is critical, because it helps companies conceive of value streams in new, less linear ways—which encourages them to innovate new services, processes, manufacturing methods, and products. Like, for example, selling secondhand goods.

“Lots of people can make money,” Wiener says. “What’s really hard is to make money and do it in a way that is truly sustainable—environmentally, socially, and economically.”

Lynelle Cameron, MBA ’01, took on her current role as vice president of sustainability at software company Autodesk because she believes that circularity and sustainability must be embedded into every aspect of business and design—and that businesses achieving this will gain a competitive edge.

“I kept hearing about this software company that makes the technology that’s used to design and make quite literally anything on the planet—hardware, buildings, infrastructure, utility grids, even media and entertainment,” says Cameron, who was leading a sustainability team at Hewlett Packard at the time. That company was Autodesk, and its reach (and therefore impact) thrilled her.

“I thought, What if we could embed sustainability into this software to make it easy for any designer to make better choices?”

She wrote Autodesk a letter that laid out her vision and was hired to start a sustainability program there. During her tenure, she also founded and serves as CEO of the Autodesk Foundation, which invests in entrepreneurs who are accelerating the transition to a sustainable and resilient economy.

Cameron’s reasoning in pursuing a 20-year career in sustainability is consistent with what has guided so many of her fellow alumni on their own career trajectories: “I wanted to use my business degree to help move toward a better future for all,” she says.

**The Takeaway**

Businesses wanting to move toward a circular business model should start by examining where in their value chains there’s already inefficiency or high costs,” says Evan Wiener, MBA ’14.

**CONNECTIONS**

As an MBA student, Lynelle Cameron, MBA ’01, wrote the business plan for what has become her career at Responsible Business.
Week Zero
Bree Jenkins, MBA 19 (left), delivered the welcome alumni keynote address at orientation for the incoming FTMBA Class of 2023. She was cheered on by her classmate Francesca LeBaron, MBA 19.

Chinese Global Family Welcome Event
Front row: Mattie Lustig, BS 99; Shuzhen Yang, MBA 99; Fawwaz Zinj, MBA 11; Zane Zhang, MBA 25; Ray Wang, MBA 20; Middle row: Non Duong, MBA 11; Nick Lin, MBA 10; Class Tang, MBA 19; Jennifer Liu, BS 01; Jingwen Hu, MBA 17; Emily Yanting Jin, BS 21; Yu Li, BS 21; Wong Zhang, MBA 19; Michelle Xiang, MBA 21; Back row: Sam Wang, MBA 15.

Edwards Loop Sky Trail Hike
Front: Lisa Roberts, MBA 91. Behind, from left: Frank Rockwood, MBA 93; Susan Rockwood, MBA 93; Dave Chan; Annie Chan, MBA 99; Bill Roberts; Tracee Pen; Andrew Pen; Sydney Pen; Lucky Pen, BS 90.

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The Big Question:
What lessons (personal or professional) have you learned from the pandemic and how are you incorporating them into your life?

1980
Cynthia (Richardson) Smizer reports, “I retired from my firm after a 30-year legal career in business litigation in Los Angeles. My husband, Chris Smizer (engineer, 1990), and I have traveled the world and now enjoy our four children and not working.”

1981
Andrew Shapiro, of Mill Valley, Calif., completed a second term as board chair and president of the Mill Valley Library Foundation and was quite busy on behalf of this nonprofit in the middle of the pandemic. After nine years he will term-limit off this board at the end of 2021. In addition to serving on the board of the Jewish Sports Hall of Fame Northern California and the Nautilus Plus inner circle, comprising an elite group of fewer than 30 insurance professionals...

b-school professor Frances Van Loo.

1983
Mitch Rosenberg is a certified financial planner, charterless underwriter, and accredited estate planner with a master’s in science in financial services. His success in the financial services sector spans more than three decades. He was recently chosen by the Pacific Coast Business Times for “Who’s Who in Banking and Finance.” Mitch is founder of MDR Insurance & Financial Services in Thousand Oaks and is a franchisee of The Nautilus Group and the Nautilus Plus Inner Circle...comprising an elite group of fewer than 30 insurance professionals.

1990
Beth (Corman) Lee, of San Francisco, became VP and controller of Chewy in 2019 and moved to the Haight in 2021.

1992
Mister Emael (Enmanuel Azuliano), of Valencia, Spain, announces, “I have begun

1995
Bill Koefoed See MBA, 1994.

In write about my time at Cal. I submitted my first story for a competition in August. I haven’t written for publication in a number of years and admit that I am a little rusty. I am just grateful that the contest lined up with my personal timeline in beginning this process. “I recently traveled to Berlin to investigate whether or not I would be able to live there. Everyone told me that the winters are horri_ and that as a native Californian, I might have a rough time. I did, however, appreciate speaking to artists who moved there on an artist visa.”

Shown: Emael in Berlin, by Anne Welter.

1997
Sybil Yang, of Oakland, Calif., updates, “I am now the Director of Innovation & Entrepreneurship at San Francisco State University’s Lam Family College of Business. I will be overseeing SPARK, a startup incubator, entrepreneurs’ resource hub, pitch competition, annual symposium, and high school entrepreneurship outreach programs.

1999
Timothy Yee, of Alameda, Calif., reports, “New 401(k) continue to pour into Green Retirement at ESG investing moves mainstream. With 1.5 years easily to the ESG party?! While I’m happy to be busy, I also need work/life balance and took my first vacation in 18 months: Alaska! Highlight: King crab pizza! Shown: Rose Yee, Timothy Yee, and Wade Robertson.

2000
Will Edmondson, of West Hollywood, Calif., writes, “I continue to practice law, primarily handling litigation matters for individuals and small- and mid-sized businesses. I offer big law firm experience and talent at affordable rates. Please...

The Answer:
“Taking a walk with my dog every day helps me to be a better person.”

—VIVIKA KAGAN, BS 90
DIRECTOR OF DATA MANAGEMENT & RESEARCH, MENLO SCHOOL

UNDERGRADUATE
1966
Vijay Kumar, of Mountain View, Calif., writes, “I have lived in Mountain View since 1970. I am retired now. I worked in Silicon Valley for Memorex and other companies. I also started a company—Globe Gem—which imported gems and jewelry and sold them to shops and dealers in the U.S. Globe Gem was closed when I retired. My son, Jay, is in North Carolina, and my daughter, Amba, is in Santa Cruz. I am divorced and live alone. I talk daily with my nephew Vinod, who lives near Los Angeles. His wife got coronavirus out of Afghanistan fill me with horror—and hope.” Vinod’s memoir, American Dreamer—How I Escaped Communist Vietnam and Built a Successful Life in America, was three literary awards: a 2020 Best Independent Book Award for biography, a 2021 Next Generation Indie Book Award for autobiography/biography, and a 2021 Independent Publishers (IPPY) Book Award. Read his op-ed haas.org/tran-op-ed.
EMPOWERING INCLUSIVITY

2009
Back to the Roots founders Nikhil Arora and Alexandre Velez won EY’s Entrepreneurs of the Year Award for Northern California.

2012
Yi (Young-Jun) Jang, the founder and CEO of Riiid, a global AI tutoring company, raised $175 million in funding. He and his wife, Lauren, co-founded the company in 2014.

2017
Akshita Singh, of Pleasanton, Calif., writes, “This would be the perfect time to share that I am going back to school! I am changing my career and academic trajectory 180 degrees by diving into computer science.”

2020
Bria Rosenberg, of Los Altos, Calif., writes, “In January 2021, I started my full-time postgraduate job—at Andersen Global, an international professional services firm. As a global marketing and business development associate, I get to work with people all around the world on a daily basis!”

The Answer:
“When working remotely, it can be difficult to have a clear distinction between working at home and enjoying your personal life. It’s important to have hobbies and fun non-work activities to maintain that balance.”

—BRIA ROSENBERG, BS 20
GLOBAL MARKETING AND BUSINESS DEVELOPMENT ASSOCIATE, ANDERSEN TAX LLC

PATTY JUAREZ

BS ’94
Executive Vice President & Head of Diverse Segments—Commercial Banking, Wells Fargo Bank

BY NANCY DAVIS KO

Patty Juarez planned on being an accountant at a major firm, but her passion for helping minority entrepreneurs has resulted in a slightly different endpoint. As the high-
est-ranking Latina in Wells Fargo’s 268,000-person organiza-
tion, she oversees diverse segments for commercial banking.

Juarez joined Wells Fargo right after graduating from Haas, initially in commercial banking. “I got to meet some Hispanic business owners, and then they would refer me to their brother and their cousin, to the point where I’d make a name for myself in that business community,” she says. “Ten years ago, a little over a quarter of businesses nationwide were owned by a minority, but that is rapidly changing,” she explains. “I thought what if we had a really great strategy around growing women- and diverse-owned companies? Wells Fargo could be part of that growth and success.”

Juarez compiled a business case to present to the head of commercial banking, and the diverse segments group was born.

“Moving down to SoCal is another big—change for me—first time leaving the Bay Area ever since I set foot in the U.S. eight years ago.”

2019
Mark Ansel, of Redwood, Wash., is a lead PM at Microsoft for the game-day technology solution for the 2021–22 NFL season. For 14 months Mark led a team of engineers designing and developing the sideline Microsoft Surface devices (hardware and software) for the season.

2020
Richard Zen, of Hong Kong, reports, “I’m interested in foodtech and also bringing more proptech to companies out here in Asia. I recently began studying the housing crisis in Hong Kong, with a view to doing something about it. Would love for alums who have a similar interest or relevant resources/tips to reach out to me at richardzen.com/in/richardzen.”

The Wake Up (HaasGo, 2021) explores the challenging and nuanced work of pursing equity and justice. It’s for everyone earnestly trying to go beyond performative allyship to create real change.

—Michelle Mjung Kim, BS 11
Co-founder and CEO, Awaken

The Takeaway
Juarez stays in touch with many colleagues from the Undergraduate Minority Business Association, of which she was the president...

CONTACTS
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—DAVIS KO

CONFIDENCE WITHOUT ATTITUDE

ASSOCIATE, ANDERSEN TAX LLC

The Takeaway
Juarez, BS ’94, was recently named one of the 50 Most Powerful Latinas by the Association of Latino Professionals For America.
The Answer:

“The only thing unchanged is change itself, and we should get ready for the new normal as soon as possible.”

—ZIYUN YING, BS 20
FOUNDER, EXCEL ORANGE EDEL Cluster

Sold both restaurants and moved to retired life.

Fred Sheng, of Hono-
lulu, announces, “Became a full-time resident of Hawaii after 40+ years in San Francisco. Why? The weather, the pace of life, and the aloha of the people here.”

1977

45th Reunion
APRIL 29–MAY 1, 2022

Mark Coles, of McLean, Va., announces, “You now in my 19th year at the National Science Foundation, where I directly oversee three of NSF’s premier large-scale research endeavors: the Laser Interferometer Gravitational-wave Observatory (LIGO), whose direct detection of gravitational waves led to the 2017 Nobel Prize in Physics; the ATLAS and CMS detectors at the Large Hadron Collider, whose observation of the Higgs boson led to the 2013 Nobel Prize in Physics; and the IceCube Neutrino Observatory at the South Pole, now the world’s first neutrino telescope. It’s been wonderful to be a part of these ambitious and creative efforts that have pushed the boundaries of scientific knowledge.” Shown: Coles at the South Pole.

1980

Joseph Carlson, of Monument, Co., reports, “Early on a sunny day and cool August morning, Kathy and my three children (Michael, 17, a senior; Andy, 15; and Jane, a freshman) began a new academic year at Palmer Ridge High School with the hope that this new year will bring them all joy and will be full of positive adventures. Being retired, Kathy and I are certainly enjoying this family time as well as traveling to visit the world family to more fully appreciate the varied cultures of the world vis-à-vis the United States. At an absolute minimum, the past 12 months have certainly been a time for careful reflection and contemplation about learning lessons from the pandemic and incorporates the new way of life. Our family has adapted by returning to some basic life concepts, self-reli-
ance, follow the money, and ‘Don’t believe what you hear and only half of what you see.’ For many people, there is a clear distinction between what actually happened and what they wished would have happened in a given situation.”

1982

Ronald Bohn, of Elk Grove, Calif., has been on the payroll for nearly 40 years! I volunteer at a horse therapy program and very much enjoy the horses and the clients, most of whom are children. Our three kids are all over the place: D.C., Portland, and San Francisco. "I hope to someday see my Haas pals again, especially Liz, Nancy, Florence, Dominique, Wendy, and you all. Shown: Hiking with my dad, Jay Grewing."

1987

35th Reunion
APRIL 29–MAY 1, 2022

Steven Terasaki, of Albany, Calif., announces, “SIECO Consulting, LLC celebrated its 10th anniversary during the pandemic, offering executive business coaching services to individuals who are new to positions of leadership and who are looking for their ‘right path’ for leadership success. In 2020 SIECO Consulting also funded into its service offerings the Haas Alumni Programs forum. Haas Forums are run by your personal board of directors, offering a confidential setting to explore and discover new perspectives on your most difficult challenges. Check out siedocomsulting.com or email s.terusaki@siedocomsulting.com.”

1991

The Answer:

“We now work in a hybrid world, on-site and online. The key question is, why come to the office? Offices should help creativity, team building, and team engagement and are no longer a place just to meet.”

—FRÉDÉRIC CHARLES, MBA ’94
VP DIGITAL STRATEGY & INNOVATION, SUEZ SMART SOLUTIONS

1994

Frederic Charles, of Paris, updates, “I joined SUEZ Environ-
mental Solutions, as VP for Digital Strategy & Innovation. Digital is key to helping find new smart solutions for the planet, reducing energy and water consumption and building smart cities. “My two kids, Aldric and Gael, left home as soon as they graduated from their engineering schools, Julia and I have now a big house open to alumni!”

Bill Kofoed, the CEO of OneStream Software, was featured in an article by GCO Asia South Africa highlighting OneStream’s success and plans to expand into new geographies. Read the article on gcoasia.org/bill-kofoed.

1995

Kassim Chaudry, of Metuchen, N.J., writes, “In early 2021, left EMC/Dell after more than 10 years in various roles. Joined Insight Corp. as a senior manager in the delivery section of the financial services. Utilizing skills I learned at Haas and then Dell, enjoying every minute.”

Lida Kouirita, EMBA 16, was named a Top 100 U.S. Business Leader by The Top Executive magazine. She is the strategy and clinical development lead at DiscernRx, which is using artificial intelligence to transform the diagnosis and treatment of chronic diseases. A physician by training, Kouirita also serves as medical innovation lead at neuRob’s, a NASA technology spinoff focused on eye-tracking technology to monitor brain health. Earlier this year, she was appointed as the World Business Angel Forum’s international partner for Greece.

TRANSFORMING MEDICINE

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Human resources expert Laila Tarraf knows how to cultivate talent. She was a founding member of Walmart.com, adding 250 employees in one year, and handled HR for Peet’s Coffee and Tea as it redefined its values as a national brand. But it wasn’t until she embraced her own vulnerability that she truly understood how to lead.

Tarraf’s leadership journey, however, was not an easy one. Her husband then her parents died in quick succession, sparking the self-discovery that led her to find compassion and authenticity, experiences she recounts in her recently published memoir, Strong Like Water (She Writes Press, 2021). “It was afraid I would be judged with this book,” says Tarraf. “But actually, it’s breaking down walls and bringing me closer to others.”

Currently, as the chief people officer for Allbirds, a sustainable footwear and apparel company that seeks to impact climate change and make a profit, Tarraf prioritizes genuine connection to develop company culture. “A strong culture acts as the glue in an organization,” she says. “It can propel, unite, and connect you.”

For Tarraf, working agreements, essentially guiding principles for how employees connect with each other, like choosing courage over comfort in conversations, leads her to find compassion and authenticity, experiences she recounts in her book. She led Allbirds through the pandemic and social unrest by establishing a virtual reunion earlier this year—great hearing about everyone’s successes and life accomplishments, just completed a 3,500-mile, 11-day trek with the family from the Bay Area to Montana and back. They took in the breathtaking sights at Yellowstone and Bryce Canyon and attended a beautiful outdoor wedding near Missoula. Enjoyed catching up in July with Raj Mane, David Koser, and Todd Wolhmann. Great times with lifelong friends!”

LinkedIn: linkedin.com/in/lailatarraf

**MBA CONTINUED**

“My son who was born in Berkeley is his second child; daughter who graduated from George-town is busy with her first job and youngest daughter is a junior at the University of Pittsburgh. Wife left her law firm to start her own business, Chaudry Law. With her luck,” shown: Kassim, Carolyn, Kevin, and Kamyen Chaudry.

1996 Co-founded and led by Kevin Brown, Infini, a B2B personalized food technology platform, announced a strategic partnership with Google Cloud that will enable grocery retailers to deliver personalized services across the entire meal journey, spanning online, in-store, and at-home.

1997 25th Reunion April 29–May 1, 2022

**THE ANSWER**

“The science of human disease and medicine should not be politicized. Do your own research and think for yourself.”

—KASSIM CHAUDRY, MBA 95

REGIONAL MANAGING PRINCIPAL, INSIGHT ENTERPRISES

Yamini Rangan became the CEO of Halpin, the marketing and CRM software company, in September. She had previously served as the company’s chief customer officer. Rangan joins a small number of female CEOs leading U.S. public companies.

2004 Matthew Gallatin joined Stack Overflow as its chief financial officer. Rangan joined a small number of female CEOs leading U.S. public companies.

2005 C.J. Radford was named CEO of cybersecurity technology company Suren.

2006 Jesse Brackenbury, of New York City, was named president and CEO of The Statue of Liberty–Ellis Island Foundation. The nonprofit was established in 1982 when President Reagan asked Lee Iacocca to raise private funds for the historic restoration of the Statue of Liberty. Working in partnership with the National Park Service, the foundation

2003

Ready to launch into the employ-verse world. I guess that means more time with friends, my bike, and travel!”

2002 20th Reunion April 26-May 1, 2022

Chesli Burdick-Tra- vix, of Lake Elmo, Minn., writes, “Oofa! (That’s Minnesotan for holy cow!). My family is moving from Minnesota back to the Bay. My husband, Dominic, accepted a job at the Marin County Marine Mammal Center, so our three kids (16, 13, 8) will be moving. Can’t wait to reconnect with this community in person. If I do the math right, our 20-year is this spring? My email is chrisl.burdin@xavi@gmail.com.”

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Paulo Maunheimeyer, of Rio de Janeiro, Brazil, reports, “Busy! Solutions, a tech nonprofit that efficiently connects people with government benefits and that was recently named to FastForwards accelerator program.

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Leak Fine, of San Carlos, Calif., reports, “Leading efforts at the G20 Foundation for Lung Cancer to expand access to high-quality early detection, treatment, and care through the Centers of Excellence program. Also recently began volunteering with AssistHub, a tech nonprofit that efficiently connects people with government benefits and that was recently named to FastForwards accelerator program.

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The Answer:

“Mental health is key to our well-being. I implemented weekly 30-minute calls with my team to share mental health and well-being practices; they remind us to take care of ourselves, and it proved to be a great trust-building exercise.”

—Ernesto Rodriguez, MBA 09, Performance Manager Peru, Repsol

Chao Zhang, of Dallas, Texas, reports, “After working at Nokomis Capital for the past eight years, I left at the end of July to pursue a dream of launching my own firm, million and beyond. We provide comprehensive financial and investment management. To learn more about what we do, visit thinkdifferentwealth.com.”

Think Different Wealth Advisors LLC. At Think Different Wealth Advisors, our mission is to help tech professionals and physicians retire early and live better by getting to their first

RESOURCEFUL STUDENTS ALWAYS

Members of the UK chapter and Lecturer Greg LaBlanc teamed up to offer an eight-week virtual course this spring that gave some 30 lockdown-weary alumni from the UK and European Union an opportunity to connect and re-energize. LaBlanc led four breakout sessions based on digital strategy, helping to demystify complex evolving trends in the digital content sharing and cryptocurrency ecosystems. The other four classes consisted of curated “study groups” representing an eclectic mix of...
According to the U.S. Department of Housing and Urban Development, more than 35,000 people live on Bay Area streets. Self-proclaimed “homelessness ender” Andrew Hening is seeking to eradicate the crisis.

Over the last decade, Hening has provided frontline outreach in some of the Bay Area’s largest homeless encampments, managed a growing nonprofit, and served in an executive leadership role in local government. He’s now consulting with government agencies in Marin, Sonoma, and San Francisco counties to develop supportive housing as well as strategic framework works for solving long-term chronic homelessness.

What works, Hening has found, is not another temporary shelter or sub- stance-abuse program but permanent supportive housing for the chronically homeless—those who have gone without housing for over a year and who typically struggle with mental illness, substance abuse, or disability.

Over the last four years, Hening co-led a team that housed over 400 of the most long-term homeless people in Marin County, resulting in a 28% drop in chronic homelessness from 2017 to 2019. His efforts made the county a nationwide model.

Each chronically homeless person can cost communities $60,000-$80,000 per year in emergency public services. These individuals also tend to die (from chronic health issues, suicide, or overdose) on average 25 years earlier than their housed peers. So Hening’s solution prioritized permanent housing and supportive services for this most vulnerable population.

“From both a community impact and ethical perspective, this is really the group to focus on,” Hening says.
More than once, Lisa Rawlings has found herself at a career crossroads. She’s worked in child and family services, at a health foundation, and for the criminal justice system. All have a common thread—service. So perhaps it’s fitting that her next pivot was helping others navigate career changes.

Rawlings is the president and CEO of National Urban Fellows (NUF), a leadership accelerator for mid-career professionals, particularly people of color and women, interested in making a deeper social impact. Rawlings is herself an alumna of the program, which includes a master’s in policy management from Georgetown, mentorship with senior executives, and access to a thriving network.

The reason we don’t see more people of color leading nonprofits, philanthropy, and in government, Rawlings says, “is often because they’re looking for others already in these networks. They’re thinking very narrowly. We look to disrupt that.”

Previously a chief of staff at a federal government agency, Rawlings was appointed NUF CEO in June 2020, taking over at a critical time for the 52-year-old organization.

“I walked into what I knew would be a turnaround,” says Rawlings. And closing the door was not an option. “It’s an organization I’m deeply invested in, and I knew that there’s such immense talent in this pool. I wanted to be a part of making sure that we would see another 50, another 150 years.”

In just over a year, Rawlings reports “tremendous strides” thanks in invaluable support and asset,” Rawlings says. 

“Purpose has to be at the center of everything,” Rawlings says. Watch her HaasX 2021 talk, “(Re)Defining Our Leadership Principles,” at haas.org/lisa-rawlings.

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Previously a chief of staff at a federal government agency, Rawlings was appointed NUF CEO in June 2020, taking over at a critical time for the 52-year-old organization.

“I walked into what I knew would be a turnaround,” says Rawlings. And closing the door was not an option. “It’s an organization I’m deeply invested in, and I knew that there’s such immense talent in this pool. I wanted to be a part of making sure that we would see another 50, another 150 years.”

In just over a year, Rawlings reports “tremendous strides” thanks in invaluable support and asset,” Rawlings says. 

“Purpose has to be at the center of everything,” Rawlings says. Watch her HaasX 2021 talk, “(Re)Defining Our Leadership Principles,” at haas.org/lisa-rawlings.

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Through my volunteering and professional experience, I have found that understanding the importance of health and wellness is crucial. Our team believes that these concepts are essential to the success of our company, and we are committed to fostering a culture of health and wellness among our employees. I am looking forward to working with you on this initiative and making a positive impact on the lives of those we serve.

The Answer:

"Relationships are the most important thing in life. Physical distance does not need to be a barrier to nurturing those precious relationships."

—ANNA DAI, MBA 21, GLOBAL STRATEGIST, SAMSUNG

Embedded finance is a hot buzzword in business because its applications are limitless. It involves integrating financial services—such as payments, lending, or insurance—into non-financial apps, websites, and business processes to create a seamless user experience. It’s how your Uber driver gets paid.

We are looking to do good while also making money for our investors. One of our partners is Julia Schatzle, who also runs the Henry Wheeler Center for Emerging and Neglected Disease at UC Berkeley.

2012
10th Reunion
April 20–May 1, 2012

Scott Robertson took his company, DICE Therapeutics, public on the NASDAQ in September and had his picture in Times Square. Robertson is the chief business officer and CEO.

2017
5th Reunion
April 29–May 1, 2017

John Gribowich, of Brooklyn, N.Y., writes, "As a Roman Catholic priest, I entered the trappist monastery of the Abbey of the Genesee in Piffard, N.Y., in September. The monastery is a place for contemplation as an experience through prayer and work. The Abbey is self-sufficiently supported by selling bakery products under the brand name of Monks’ Bread (monksbread.com)."

"On July 18, 2021, I witnessed the wedding of classmate Adele Mucci and Franz Boin at the Cathedral of Saint Pardus and Franz Boin at the Archdiocese of Turin in Italy." (shown), now published and available on Amazon. One reviewer called it "The best thing since Alvin Toffler's Future Shock," and another said it is "a masterpiece of human thought."

"I've started a $50M venture fund, NextStep Ventures, focused on improving small-business performance. I just started a podcast: Strategic Storytelling (cathyygoodwin.com/podcast). The premise is that stories for business aren't the same as stories for campfires or bedtime. I've developed a story approach for small business branding and am working on a book to be published this fall (I have other books on Amazon Kindle)."

"I'm still running my own business as an online marketing consultant, specializing in small business in the tech industry. I've been working on a book to be published this fall (I have other books on Amazon Kindle)."

"I've been self-published this fall (I have other books on Amazon Kindle)."

Embedded finance is a hot buzzword in business because its applications are limitless. It involves integrating financial services—such as payments, lending, or insurance—into non-financial apps, websites, and business processes to create a seamless user experience. It’s how your Uber driver gets paid.
Professor John Morgan, an economist who found elegant ways to analyze the world through the lens of game theory and organizational sciences, made a deep impression on students. He passed away on August 13 at age 96.

John Morgan left his mark through unconventional teaching that drew on strategy games he invented, his wide-ranging research on pricing and competition, auctions, expertise, and voting; and his generous leadership. He had been struggling with an autoimmune disease, but he continued with his research and had planned to resume climbing the career ladder. “It didn’t take long for anyone who met him to realize that his small physical stature was a disguise for his great talent,” said Cowgill, “a game theory expert...”

Theodore “Ted” Bo Lee, MBA 66

Businessman, philanthropist. Ted Bo Lee died peacefully on August 17 at his home in Las Vegas. He was 88. During his career, Lee and his wife, Ondi, developed industrial, retail, and multifamily projects in Las Vegas and the San Francisco Bay Area. In 1998 they opened the Eureka Casino near the Las Vegas Strip and later the Eureka Casino Resort in Mesquite, Nevada. Lee earned his bachelor’s degree from Berkeley and M.B.A. at Berkeley. His years of generosity to social causes, passed away on August 13 at age 96.

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Spring 2022 semester, UC Berkeley is planning on returning to mostly normal in-person operations and course offerings on campus.
Berkeley
HAAS
ROAD TO
SUCCESS

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.

Revolution Foods
The Haas alumnae feeding America

Classmates Kristin Groos Richmond and Kirsten Saenz Tobey, both MBA 06, began Revolution Foods with a simple yet bold mission: to make all-natural, healthy food accessible to schoolchildren in low-income areas, preparing them for learning success. It wasn’t easy disrupting the multibillion-dollar school lunch market, previously dominated by processing centers offering low-quality foods, especially since Revolution Foods is a for-profit company. Each hand-prepared meal must be affordable within the federal reimbursement rate, which is less than $3.50 for a lunch. Their culturally relevant dishes (think jambalaya in New Orleans and enchiladas in Los Angeles) are made in eight locations nationwide with high-quality ingredients.

Since its founding, the Oakland, Calif.-based company has served over 500 million meals in 23 states and expanded to serve adults as well—in all, around 2,500 school, city, and customer sites. Their strong partnerships with schools, governments, and community organizations also helped them accomplish a pandemic pivot that’s fed millions. Here, some milestones.

2006
Though attracting capital is difficult because of its untraditional social entreprise business model, Revolution Foods launches with ~$100,000 from angels and mission-focused “double bottom line” venture capital. They serve four Bay Area charter schools and rely on student input—a hallmark of their success—to create kid-approved meals, like spaghetti and meatballs. By year’s end, they’ve signed 12 schools and have $1 million in revenue.

2013
With a compound annual growth rate of 125%, Revolution Foods is now a ~$70 MILLION BUSINESS PROVIDING 1,000 JOBS—No. 2 on Initiative for a Competitive Inner City’s list of the fastest-growing inner-city businesses. The company plans nutritious packaged meals in supermarkets. One percent of retail sales is donated to schools to ensure they’re equipped to serve fresh meals.

2015
Annual revenue is ~$150 MILLION as the company prepares over a million meals (breakfast, lunch, snack, and supper) weekly; about 85% of these reach children in free or reduced-price meal programs. SCHOOLS REPORT TANGIBLE ACADEMIC IMPROVEMENTS since starting with Revolution Foods.

2018
End of pilot selling refrigerated meal kits at retailers.

2019
COMPANY FOCUS EXPANDS to help alleviate food insecurity among children and adults.

2020
MAY 2020
Aimed at school closures, Revolution Foods PIVOTS TO CREATE 15 MILLION GRAB-AND-GO MEALS (including shelf-stable options) for families, seniors, and homeless shelters during the pandemic’s early days. Nonprofits and local isolates partners help distribute the food.

2021
Serving 74 MILLION PANDEMIC MEALS since its pivot, Revolution Foods earns a spot on Fast Company’s MOST INNOVATIVE COMPANIES list (2012 & 2015). It converts to a Public Benefit Corporation, deepening its social mission while remaining for-profit. It now $60 million in funding will allow expansion.


*Alumni whose reunions were held virtually in 2020 & 2021 will also be invited back for an in-person celebration of their milestone reunions as part of the weekend.

haas.berkeley.edu/reunion
#haasreunion #haasalumni

PHOTOS: COURTESY OF REVOLUTION FOODS (3); TRAY PHOTO: AFRICA STUDIO / ALAMY STOCK PHOTO
DID YOU KNOW?

A DONOR-SUPPORTED CULTURE FUND
grants awards ranging from $1,000 TO $5,000 to Haas students, faculty, and staff to promote our school’s Defining Leadership Principles.

DID YOU KNOW?

UC BERKELEY

#1 NATIONWIDE

FORBES
First top ranking ever for a public school.

FUN FACT!

17% of the new EMBA Class of 2023 are VETERANS or currently serving in the military, including a Top Gun instructor and a Navy SEAL squad commander.

CHEET HALL
is the second zero waste building at Haas.