

# BERKELEY HAAST

FALL 2021

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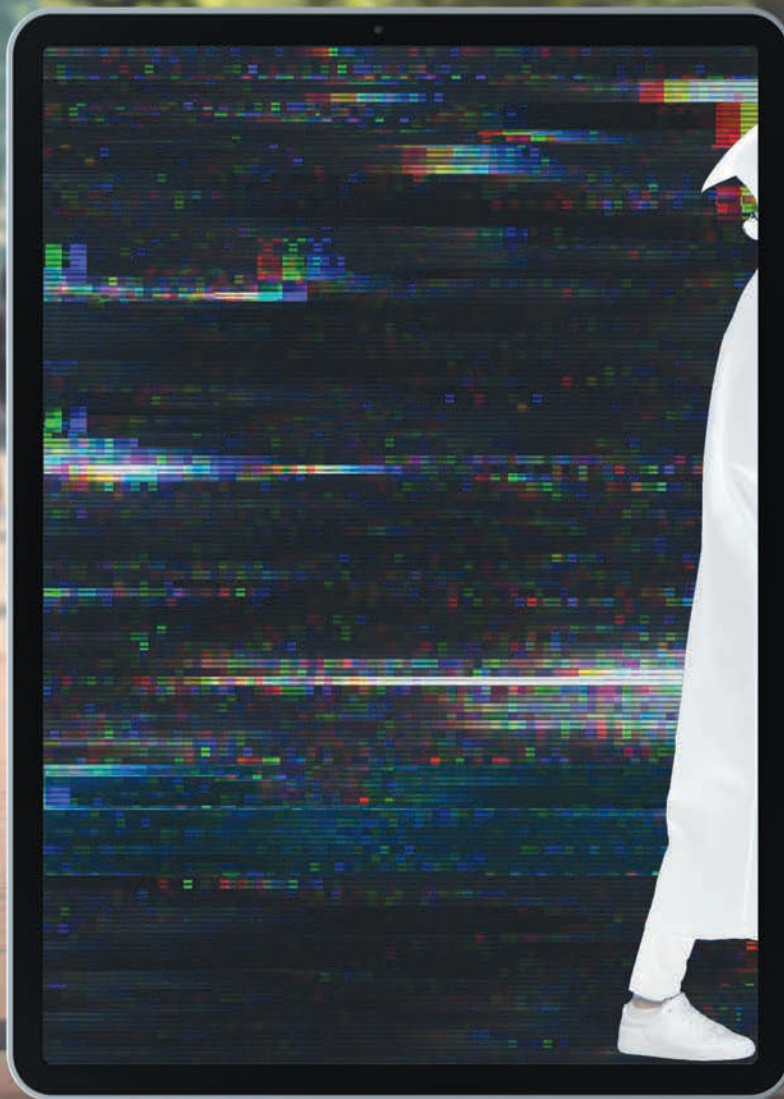
## Flexible Fit

Expanded EWMBA delivered  
both remotely and in person

### Plus:

THE BIG BUSINESS OF  
SUSTAINABILITY P. 26

RETHINKING FOOD P. 14







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Building a  
**LOYAL BASE**  
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All of the knives sold by the alum-founded company Made In are crafted from one solid piece of stainless steel by a fifth-generation bladesmith in France.

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## MASTHEAD

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**HAAS**  
2021

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**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.



FACULTY RESEARCH

# Home Work

*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

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time acquiring and sharing new information. If unaddressed, this could have implications for productivity and innovation among information workers down the road.

Holtz, 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. Holtz also analyzed how collaboration patterns are affected by an individual and by one's collaborators working remotely. Both, he found, are important.

"That your colleagues' 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 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).



## SOCIAL NETWORKS

# 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.

PHOTO: SCYTHENS / ISTOCK

PHOTOS: COURTESY INSTAGRAM (2)

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

*"For unfamiliar ideas, the people on the edges of a network suddenly have the greatest influence across an entire community."*



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 Takeaway

The pandemic caused a surge in remote work, from about 5% of Americans to 37% by April 2020.





NONPROFITS

# Under the Influence

*Strategic corporate donations can sway nonprofits and public policy*

BY MICHAEL BLANDING

In 2003, the Coca-Cola Foundation announced a \$1 million donation to the American Association of Pediatric Dentistry, supposedly to improve child dental health. Shortly after receiving the philanthropic gift, the kids’ dental group changed its stance on sugary beverages, no longer calling them a “significant factor” in causing cavities but instead saying the scientific evidence was “not clear.”

Coincidence? According to new Berkeley Haas research, back-door corporate influence peddling through nonprofit donations is both common and effective.

In work for the *Quarterly Journal of Economics*, Associate Professor Matilde Bombardini; Professor Francesco Trebbi, the B. T. Rocca Jr. Chair in International Trade; and others provide the first systematic evidence that nonprofits change their stances in response to corporate donations, and government agencies change their rules alongside them.

Comparing data for rules posted by the federal government since 2003 with donations filed with the Internal Revenue Service, they found nonprofits are 76% more likely to comment on a proposed rule in the year after receiving a donation from a cor-

poration that commented on the same rule. Using natural language processing, they found that the comment by the nonprofit was significantly closer to the corporation’s language after receiving a donation—and, even more alarmingly, that the language the government used in changing its proposed rule also became more similar.

“They are distorting the information policy makers receive,” says Bombardini. Nonprofits are often seen as speaking up for citizens or the environment, so “if the message from the nonprofit and the firm are the same, policy makers might weight that position more heavily.” To counteract that distortion, the researchers suggest that nonprofits commenting on a rule be required to disclose any donations from corporations potentially affected by that rule.

ILLUSTRATION: BRIAN STAUFFER

## The Takeaway

Not only do nonprofits change their stances in response to corporate donations, but government agencies change their policy rules alongside them.

PHILANTHROPY

# GIFTS TO LAST

*On the road to fuller equity and inclusion*

BY CAROL GHIGLIERI

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 Élide 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 \$1 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, made 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.

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/Bay Area chapter 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 NBM-BAA, and some students will also receive scholarship support.

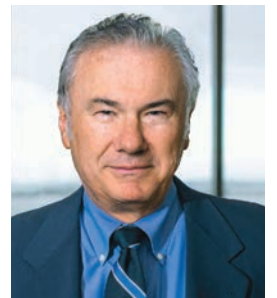
The impact of these gifts supporting DEIB efforts will reverberate even beyond a fellowship student’s time at Haas.

John 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.

He’ll be able to consider industries where he’ll have the most positive impact rather than focusing exclusively on salary, as he might have to do were he saddled with huge loans.

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

#HAASOME



GLOBAL REACH

Prof. David Teece has been named a 2021 Citation Laureate in economics for his pioneering economics research.

Teece, a global authority on the theory of firm and strategic management, competition policy, and intellectual property, is among 16 researchers from six countries whose work was deemed to be “of Nobel class” by the Institute for Scientific Information. These researchers are among the most highly cited within the Web of Science, a global database of citations in peer-reviewed journals managed by analytics firm Clarivate.

LEARN MORE:

[haas.org/teece-award](https://haas.org/teece-award)

## < More Online

Read Haas’ five-year strategic plan focused on promoting greater diversity, equity, and inclusion at the school: [haas.org/DEI-strategy](https://haas.org/DEI-strategy).





EDUCATION

# Flex Benefits

*New cohort widens access to the Berkeley MBA*

BY MICHAEL BLANDING

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 Breen, 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

Flex cohort students take core classes virtually and electives either in person or online.

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.

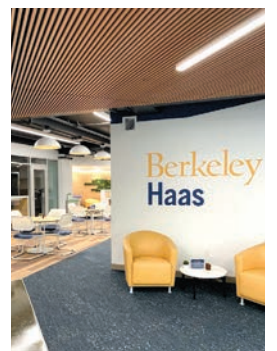
“For topics like price discrimination or versioning, I can make an hour-long video for something that would take me two hours to say live,” says Perez-Truglia. “Students can watch them over and over until they understand it.” He is then able to devote more time in synchronous classes to discussion and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

#HAASOME



NEW DIGS

Haas unveiled a new communal and study space for MBA students, located in what used to be the FIFO Café. The Shneyder & Kirk MBA Commons is named for Mikhail Shneyder, MBA 08, and his husband, Jim Kirk, in recognition of their generous \$1 million gift to the school. The new space is three times the size of the former MBA lounge and offers multiple seating areas, a kitchenette, private “phone booths,” portable charging stations, and a digital trophy wall.

LEARN MORE:  
[haas.org/MBA-commons](https://haas.org/MBA-commons)

**The Takeaway**

Berkeley Haas is the only top-tier business school to offer an innovative Flex cohort to MBA students.

**The Takeaway**

The new Flex cohort helps Berkeley Haas fulfill its mission to create the next generation of leaders by reducing barriers to access for many students.



#HAASOME



VISITING  
WITH VPOTUS

A rollout of work by Haas Prof. Catherine Wolfram occasioned Vice President Kamala Harris' first visit to the U.S. Department of the Treasury this fall. Wolfram, the deputy assistant secretary for climate and energy economics in the Office of Economic Policy, wrote a white paper on the economics of childcare. At the event, she chatted with VPOTUS about a speech Harris once gave in Haas' Anderson Auditorium. Shown above: Wolfram (center) flanked by Prof. Emeritus Janet Yellen, the Treasury secretary, and Vice President Harris.



ENERGY

# THE COOLING DIVIDE

*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 20 (Energy & Resources).

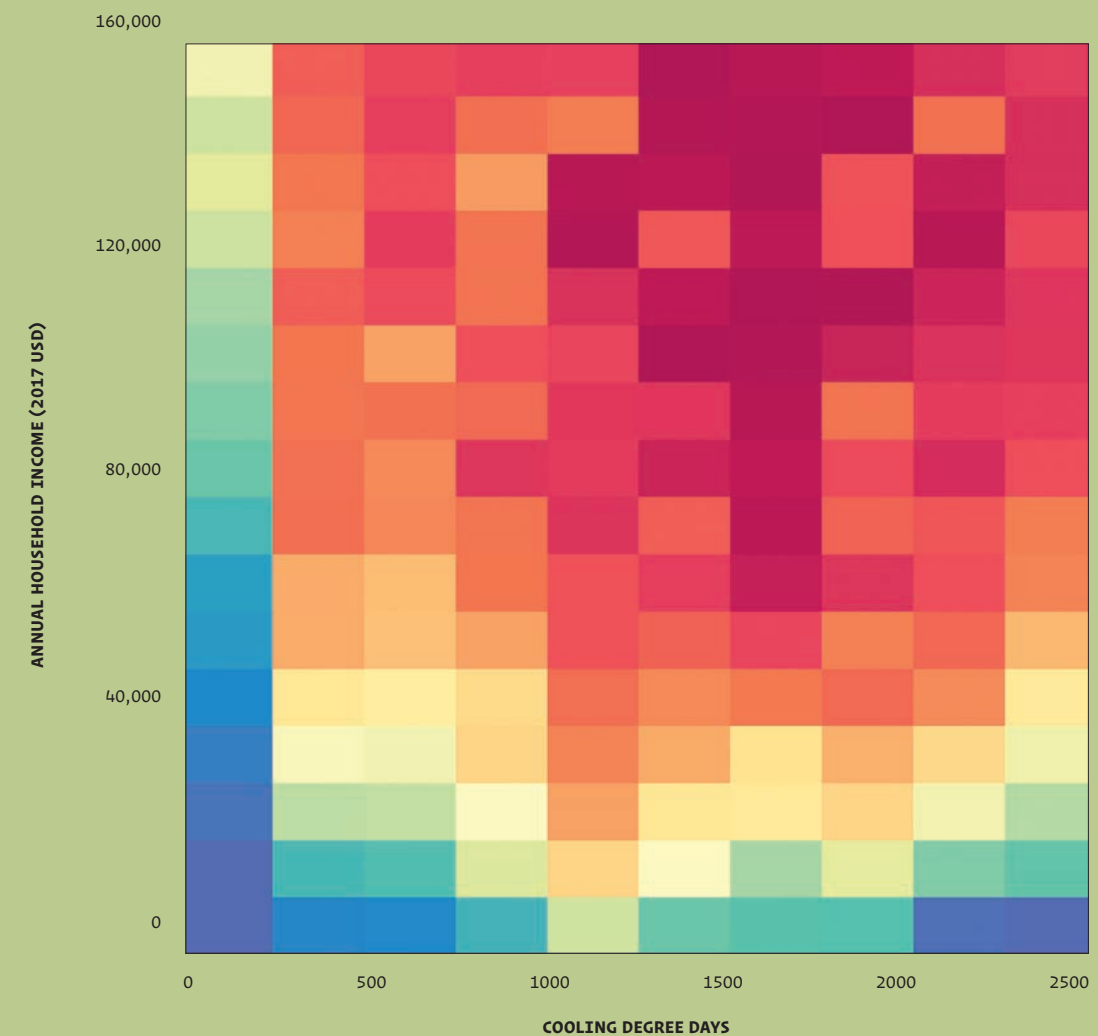
"Every hour, 10,000 new AC units are sold somewhere on the planet," says Davis, the Jeffrey A. Jacobs Distinguished Professor. "Most of those purchases are in

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.

PHOTO: VLADIMIR SOTNICHENKO / ALAMY STOCK PHOTO



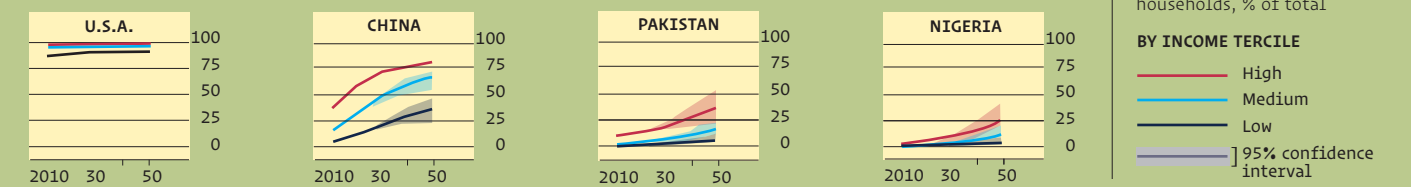
## High Temps + \$\$\$ = AC

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).

1.00 0.75 0.50 0.25  
AC UNITS PER  
HOUSEHOLD

## Cool for Some

The disparity in access to AC will grow ever 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.



Air conditioning use in households, % of total  
BY INCOME TERCILE  
High  
Medium  
Low  
95% confidence interval

**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.



#HAASOME



BERKELEY'S  
NEW NOBELIST

Department of Economics Professor David Card won the 2021 Nobel Memorial Prize in Economic Sciences. He was honored for work that dramatically shifted understanding of inequality and the social and economic forces that impact low-wage workers. Card was Dean Ann Harrison's thesis advisor at Princeton. "David is exceptional in combining brilliance and insights with deep compassion and kindness to all of those around him," says Harrison. "His iconoclastic research in areas like the benefits of immigration and the impact of minimum wages has been profound."

LEARN MORE:  
[haas.org/david-card](https://haas.org/david-card)

TRANSPORTATION

# 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.

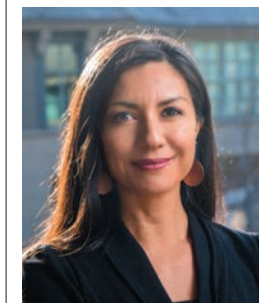
"I'm excited about the potential for ride-hailing, automated vehicles, and other new technologies to make driving safer," says Davis.



PHOTOS FROM LEFT: BRITTANY MOSEAU-SMALL; ISTOCK/HALBERGMAN

PHOTOS FROM LEFT: CHRISTOPHE COAT / ALAMY STOCK PHOTO; JIM BLOCK

#HAASOME



DIVERSITY LEADER

Élida Bautista was recently named Berkeley Haas' chief diversity, equity & inclusion officer (she had been serving in an interim capacity since last December). Since 2018, Bautista has infused every part of the Haas community with a diversity mindset and helped the school implement its original DEI action plan. This past spring, she implemented Haas' new five-year DEI strategic plan, which is focused on increasing diverse representation, advancing DEI skills and curricular offerings, and cultivating a sense of belonging for all at Haas.

LEARN MORE:  
[haas.org/DEI-strategy](https://haas.org/DEI-strategy)

PANDEMIC DIRECTIVES

# CHAIN OF COMMAND

*How chain stores influenced small businesses during COVID*

BY KATHLEEN PENDER

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 Professors 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 Mum-

taz—used anonymized cellphone-tracking data to determine whether 230,403 local businesses in the same ZIP codes as 319 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

In the absence of clear-cut information and directives, small businesses look to nearby chain establishments in their industry for guidance.

The Takeaway

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





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.

# MealPlans

*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.



Will Rosenzweig  
Director, Sustainable Food Initiative, Berkeley Haas



Kyle Rudzinski, MBA 14  
VP of Operations, rePlant Capital

“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 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, Francois-Jerome Selosse, 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 disappearing because landowners don’t see much value in them.” Often oaks are cleared to create 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 rePlant Capital, says rePlant 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-interest forms of financing.

McCarty 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 climate change and saying, ‘I need to build a more resilient farm because the risks are increasing.’” He says that rePlant’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.

“The need to understand your carbon footprint and communicate it applies to brands of all sizes,” says Hsu, who handles operations and sourcing at Planet FWD. Yet large and small companies

may take different paths to a better supply chain. “Identifying more sustainable suppliers works best for smaller brands, who can more easily switch suppliers.” Established brands with significant demand may instead use their influence to move current suppliers in a sustainable direction. In addition to assisting other brands, Planet FWD has developed its own, Moonshot, which has a line of climate-friendly crackers.

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 happens after a long innovation cycle, sometimes lasting years. The animals have to be custom raised

Jenny Burns, MBA 12, the director of innovation at meat producer Applegate, is helping the company embrace regenerative methods that won’t pose problems for the environment the way conventionally raised meat does.



Elaine Hsu, MBA 19  
Head of Operations and Sourcing, Planet FWD

CONNECTIONS

One of the companies that FJ Selosse and Adrian Rodrigues, both MBA 18, advise via Provenance Capital Group is Encina Farms, run by Helmut Drews, MBA 13.

CONNECTIONS

Kyle Rudzinski, MBA 14, was inspired by Adrian Rodrigues, MBA 18, of Provenance Capital Group. “He helped guide me into the space of regenerative agriculture finance,” Rudzinski says. “I consider him my regenerative agriculture Sherpa.”

The Takeaway

Want to work in sustainability? Jenny Burns, MBA 12, suggests first gaining functional experience in a company. Understanding your firm’s underlying business model is critically important to making meaningful change, she says.



# 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, is tackling climate change with the help of

pongamia trees, which have many compelling attributes. They produce beans that contain oil and protein, both of which are marketable. Terviva's first product will be a culinary oil that improves buttery spreads, mayonnaises, sauces, dressings, and plant-based milks and creamers, among other products currently using less earth-friendly oils. Pongamia trees are decidedly good for the climate: they grow easily in subprime soil and sequester carbon. The oil should be appearing in products sometime in the next year.

## PUFFED LILY SEEDS

Shortly before starting at Haas, Mallika Chawla, MBA 20, had an idea that wouldn't let go: marketing puffed lily seeds, a snack from her Indian childhood. Virtually unknown in the U.S., nutrient-rich lily seeds are puffed and tossed with seasonings, offering a healthier alternative to flavored popcorn. They also boast a higher protein content and a lower glycemic index

than corn-based snacks. Chawla launched Eat Makhana in 2019; it's sold in Bay Area shops.

## JITTERLESS COFFEE

Put off by the unpleasant jitters that come with coffee, Ofek Arush, 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 was suited to socializ-



ing but wouldn't leave her feeling sluggish the next morning. That led Stradiotto and a co-founder to develop Sun Chaser, a non-alcoholic drink that produces a mild buzz. The drink includes supplements known as nootropics that elicit a low-key, pleasant feeling—and no hangover.

## PLANT-BASED PRODUCE COATINGS

According to the UN, as much as a third of food produced globally is either lost or wasted. So Anthony Zografos, MBA 95, founded Akorn Technology to tackle the problem. Zografos and Xander Shapiro, 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 lower-sodium broth. They persisted, and immi was born. The company makes three flavors of plant-based ramen with noodles using pumpkin seed protein as a primary ingredient.

PHOTO RIGHT: COURTESY FARMERS BUSINESS NETWORK

and Applegate'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.



Anthony Chang, BS 99  
Founder and Co-Director,  
Kitchen Table Advisors

Haas alumni Anthony Chang, BS 99, and Steele Lorenz, MBA 19, are helping sustainability-focused farmers achieve long-term financial viability.



### The Takeaway

As a major producer of global greenhouse gas emissions, the food and agriculture industry needs to be transformed by new ways of doing business.





Oishii Farms, co-founded by Hiroki Koga, MBA 17, grows strawberries vertically indoors under tightly controlled conditions—which means using less soil and water and fewer pesticides. It's the first commercial indoor farm to use bees to pollinate its super-sweet strawberry variety.

PHOTO: COURTESY OISHII FARMS



*Regenerative agriculture 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.*

"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, an other 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—they 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. **HAAS**



Steele Lorenz, MBA 19  
Head of Sustainable  
Business, Farmers  
Business Network



Hiroki Koga, MBA 17  
Co-Founder,  
Oishii Farms

PHOTO: COURTESY FARMERS BUSINESS NETWORK

### ↑ CONNECTIONS

Steele Lorenz, MBA 19, was inspired by Will Rosenzweig, director of Haas' Sustainable Food Initiative. "His approach nurtured creativity and collaboration," Lorenz says. "He also brought in incredible speakers. The access he gave us was substantial."

### ↑ **< More Online**

Check out Edible Education 101, a hybrid public lecture series and for-credit class: [haas.org/ee101](https://haas.org/ee101).



photos by  
JODY HORTON



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, all MBA 15.

# TRIAL BY FIRE

*Trio of alumni  
heat up cookware  
industry with  
direct-to-  
consumer brand*  
**BY NANCY DAVIS KHO**





**S**IX MONTHS AFTER THE 2017 LAUNCH OF COOK-ware company Made In, Chip Malt, MBA 15, and his co-founder, Jake Kalick, emailed a pitch deck to a dream collaboration partner: celebrity chef Tom Colicchio. “We didn’t hear back from him for two months, and it was a gut punch,” recalls Malt from the company’s home base in Austin, Texas. “Then we got an email saying, ‘Sorry guys, I was filming *Top Chef* and got a little behind, but I love everything you’re doing. Can you fly to New York tomorrow?’”

At the end of that half-hour meeting, Malt and Kalick had a new investor—and Made In had serious validation that its direct-to-consumer (DTC) alternative to the staid kitchenware industry was onto something big.

DTC companies like Warby Parker (eyewear) and BarkBox (pet supplies) are digital-first brands selling items consumers are accustomed to buying at a store or from a third-party wholesaler. By circumventing resellers, distributors, and retailers, DTC companies theoretically put higher-quality goods into consumers’ hands at a lower price. Malt had been intrigued by the model since joining Rhone Apparel while still studying at Haas, leading e-commerce and analytics efforts for the DTC men’s athleisure brand. “It seemed like every category had been taken down with the same story: sleepy industry, massive opportunity, retail focus, punchy brand,” Malt says. Except one.

In 2016, Malt sought Kalick’s reaction to the notion of a DTC kitchenware business. Kalick 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.”

## 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.”

So Made In’s founders communicated a message of authenticity, heritage, and quality to help buyers feel an emotional connection to the company and to the craftspeople behind the products. For instance, Malt says, “We went to the town in France that invented the modern chef knife and worked with a



fifth-generation knife maker. We brought a camera crew so we could share the process of making a knife by hand.” Made In may be the only cookware company with a wooden spoon origin story featuring a Hungarian spoon man.

Having 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 15s, for help.

## 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.

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.”

Gunderson points out that he and Brinton often work at cross purposes. “Chad wants as much product on hand as possible, and I want to spend as little money as possible. So we took time in the early days learning each other’s roles to prevent short-sighted decision-making, and that’s helped a lot.”

## 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, shutting 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 baking 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.” HAAS

The mutual respect and admiration that Matt Gunderson, Chip Malt, and Chad Brinton, all MBA 15, developed 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.

“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. There’s no other industry where people use a product so frequently yet have nearly zero brand affinity.”

—CHIP MALT, MBA 15

### ↑ CONNECTIONS

While at Haas, Chad Brinton developed a shortlist of classmates’ names with one criterion: “If they were to start a company, I would do anything to join them.” Chip Malt and Matt Gunderson were top on the list.

### ↑ The Takeaway

“I was amazed at the doors that the Berkeley email address opened for me,” says Brinton. “Almost everyone was willing to take a call, and I’m thankful for the access it provided.”

### ↑ The Takeaway

Made In was named one of *Inc.* magazine’s best workplaces of 2021, an honor recognizing companies that most supported their employees and kept them engaged during the pandemic.

### ↑ The Takeaway

A Students Always mentality has been fundamental to the trio’s success. “You have to be comfortable figuring out whatever brand-new thing you didn’t know you were going to have to do today,” says Gunderson.





# BIG BUSINESS

Haas alumni innovate to help  
solve climate crisis

BY KATIE GILBERT

Illustrations // Michael Waraksa



# MOST PEOPLE



**Kas Farsad, EMBA 18**  
Vice President of  
Corporate Development,  
Fortera Corporation



**Stuart Bernstein, BS 86**  
Founder and  
Managing Member,  
Sustainable Capital

look at cement and see the humble ingredient that helps form concrete and therefore the bulk of our most crucial infrastructure. Few are aware that cement—like steel, aluminum, and other core building materials—is a top polluter, contributing up to 8% of global carbon emissions, according to think tank Chatham House. That’s more than three times the impact of aviation fuel.

Kas Farsad, EMBA 18, looks at cement and sees opportunity. Thirteen years ago, Farsad was one of the lead inventors on a team that discovered a method of making cement that mimics nature’s approach. While human-made cement is produced by burning materials that release carbon into the atmosphere, nature makes its cement (think rocks, shells, and reefs) by doing the reverse: pulling carbon from the air and reacting it with calcium. Farsad and his team proved successful in their gambit to do the same—and created a cement that reduces carbon emissions by 60% and uses almost half the natural resources to manufacture.

There was just one problem: It required new production plants and was therefore more expensive than traditional cement to produce. “It worked,” Farsad says. “But at that time, the economics were just not there. So we kind of fizzled.”

The story has a happy ending for both Farsad and the planet. Ten years after their discovery, the team figured out how to make their cement in traditional factories—and more cheaply than the regular stuff, no less. Their company, Fortera, has partnered with a major cement producer and plans to have their cement in production by the middle of 2022.

Farsad’s story exemplifies a tension familiar to many working to usher the world into a lower-carbon, more sustainable future: A better way of building, powering our lives, and doing business isn’t likely to catch on unless it also makes economic sense.



**“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.



**Michele de Nevers**  
Executive Director  
of Sustainability  
Programs, Berkeley Haas



**Charlie Michaels, BS 78**  
Co-Founder and CEO,  
Sierra Global Management

### ↑ CONNECTIONS

Stuart Bernstein, BS 86, was named Berkeley Haas’ Business Leader of the Year in 2014.

### ↑ < More Online

Hear Kas Farsad, EMBA 18, discuss his sustainable cement technology on the OneHaas Alumni Podcast: [haas.org/kas-farsad](https://haas.org/kas-farsad).

### ↑ The Takeaway

Haas is developing a dual-degree program in collaboration with the Rausser College of Natural Resources that will combine an MBA with a master’s degree in climate solutions.





Mira Inbar, MBA 09  
Partner, ArcTern Ventures



Tony Lent, MBA 90  
Co-Founder,  
Capital for Climate



Deborah Stern, MBA 84  
Co-Founder,  
Capital for Climate

More options for students who want sustainability central to their studies have been recently unveiled or are coming soon. For example, students now have the option of earning the Michaels' Graduate Certificate in Sustainable Business, which launched last January thanks to a \$1 million gift from Doris and Charlie Michaels, BS 78.

"There's a revolution underway," says Michaels, the co-founder and CEO of Sierra Global Management. "The transition from a carbon-producing economy to a carbon-free economy is one of the biggest economic changes in history. It touches everything."

Indeed, many parts of the economy are now signaling a sudden eagerness to transition to a lower-carbon future. Global investors closed as many climate-themed funds in the first half of 2021 as they had during the previous five years combined, PitchBook reports. In those six months, venture-backed climate tech companies raised more than \$14.2 billion—almost 90% of the 2020 total.

"It's the first time we've ever had significant dollars flowing into climate technology," says Mira Inbar, MBA 09, a partner at ArcTern Ventures, which invests in early stage companies that are part of the green-energy transition. "There's always been a real scarcity of funding."

**"The transition from a carbon-producing economy to a carbon-free economy is one of the biggest economic changes in history. It touches everything."**

—CHARLIE MICHAELS, BS 78



Still, she says, these investment totals need to grow significantly to have real environmental impact.

Inbar came to venture investing after spending over a decade working in energy-intensive industries like oil and gas, creating clean energy businesses from within. At Dow Chemical, she built a lithium ion battery business for 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 upstarts 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 this mobilization and others like it, he believes, comes a pressing need: Investors now must be able to understand decarbonization opportunity beyond 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 technology are equally important and significantly underinvested, Lent says.

To help ameliorate this mismatch, Lent and Deborah Stern, MBA 84, joined forces to create Capital for Climate, an investment platform to provide guidance on the landscape of climate solution opportunity 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 underfunded 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 wanted 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 drives behavioral change among busy management teams.

"How do you make it worthwhile for someone to put sustainability on the agenda?" she says. "You have

**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 on the rise and projected to increase. Schöneberg figured that supply chains also stood 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 turnkey ways to reduce and offset shipping impact. Second, the nonprofits, aid agencies, and social enterprises distributing goods to people in need. Flexport.org offers logistics services to these organizations (often supported by the Flexport.org Fund), whether they're moving supplies to Afghan refugees, food to survivors of a natural disaster, or COVID-19 protective equipment.

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

## MAKING ELECTRICITY WORK

Solar energy is one area where the economic incentives are finally in the right place—what remains is the need to dramatically increase market adoption.

"Today's solar costs are so low that it's the most economical form of kilowatt hour you can deliver to a load," says Raghu Belur, MBA 09, founder and chief products officer at Enphase



Shannon Graham, MBA 03  
Director and Team Lead,  
Guidehouse



Susy Schöneberg, MBA 17  
Founder and Head of  
Flexport.org, Flexport



Raghu Belur, MBA 09  
Founder and Chief Products  
Officer, Enphase Energy

### CONNECTIONS

Bruce Strong, MBA 91, joined Deborah Stern, MBA 84, and Tony Lent, MBA 90, at Capital for Climate as senior product manager in the company's early days.

### The Takeaway

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





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 announcing ambitious goals to transition fully to electric fleets in the coming decades.

Jagdeep Singh, MBA 90, founded and leads QuantumScape to help carmakers get there. The company is developing solid-state batteries for EVs with 50–80% more energy density than today’s best cells, which will mean more range per charge and faster charging.



**Jagdeep Singh, MBA 90**  
Founder and CEO,  
QuantumScape

**“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.”** —MIRA INBAR, MBA 09

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. **HAAS**



**Evan Wiener, MBA 14**  
General Manager of  
Circular Business, H&M



**Lynelle Cameron, MBA 01**  
VP of Sustainability  
and CEO of Autodesk  
Foundation, Autodesk

### ↑ CONNECTIONS

As an MBA student, Lynelle Cameron, MBA 01, wrote the business plan for what has become Haas’ Center for Responsible Business.

### ↑ 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.



**BCEMBA 10/11 Social**  
Top row: Stephen Tindle, Frank Caggiano. Middle: Kian Sandjideh (green shades), Anna Pender, Matt Cooper. Bottom: Kv Rajan, Will Taylor, Krishna Srinivasan, Jennifer Scriabine, and Ryan Day.

**Hike of Will Rogers State Historic Park**  
Members of the Los Angeles Chapter enjoying the first event in their L.A. Hiking Series.

**BCEMBA 08/09 Gathering**  
Classmates Arzu Ozbek, Mariam Maghribi, Elias Eliadis, Pawan Raina, John Collins, Hardika Shah, Raman Bindlish, Ajay Kumar, Anish Mehta, Chad Curran, and Adam Tachner and their family members gathered in September.

**Week Zero**  
Bree Jenkins, MBA 19 (left), delivered the welcome alumni keynote address at orientation for the incoming FT MBA Class of 2023. She was cheered on by her classmate Francesca LeBaron, MBA 19.

**Chinese Global Family Welcome Event**  
Front row: Mattan Lurie, BS 99; Sharon Yang, MBA 99; Freeman Ding, MBA 11; Zane Zhang, MBA 23; Ray Wang, MBA 05. Middle row: Nan Duan, MBA 11; Rick Lin, MBA 10; Clara Jiang, MBA 19; Jennie Ho, BS 08; Jingwen Hu, MBA 23; Emily Yanting Jin, BS 21; Yuqi Ye, BS 23; Bing Zhang, MBA 20; Michelle Jiang, MBA 21. Back row: Sam Wang, MBA 15.

**Edwards Loop Sky Trail Hike**  
Front: Liz Roberts, MBA 91. Behind, from left: Frank Rockwood, MBA 93; Susan Rockwood, MBA 89; Dave Chan; Annie Chan, MBA 99; Bill Roberts; Tracie Pon; Andrew Pon; Sydney Pon; Larry Pon, BS 85.



# SHARE

THE HAAS COMMUNITY PAGES

(Top) **Chinese Global Family Welcome Event**  
Alumni and new students gathered for an event hosted by Bak Chan, MBA 79, and Ann Hsu, MBA 98.

(Left) **BREAA Tour and Gathering in Oakland**  
Berkeley Real Estate Alumni Association President Briana Harney, MBA 15, and Hazel Zambrano, BS 12, Haas associate director of alumni communities.

**Alumni Happy Hour in Chicago**  
Clockwise from lower left: Myisha Robertson; Élida Bautista, Haas chief diversity, equity & inclusion officer; Brigitte Ozzello, MBA 98; Nancy Cao, MBA 17; Adam Skibley, MBA 02; Sandra Tamar, MBA 19; Tiffany Tran, MBA 20; and Deanna Roberts.

**Alumni Gathering**  
From left: Abel Galacz, MBA 07; Peter Szatmari, MBA 05; Csaba Halasz, MBA 07; Nimrod Pais, MBA 06; Julia Hank; Viktoria Vamosi; Peter Hajdu, MBA 05; Gyula Nagy, MBA 00; and Peter Zarand, MBA 06.

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# ALUMNI NEWS

## The Big Question:

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

### 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 but has recovered now. Vinod worked for three years for me at Globe Gem also.”

#### 1973

**Fred Sheng** See MBA 1975.

#### 1974

**Tim Tran** (aka Tran Manh Khiem, his Vietnamese name) published an op-ed in the *Los Angeles Times* titled, “I’m a refugee from Vietnam. The images

out of Afghanistan fill me with horror—and hope.” Tran’s memoir, *American Dreamer—How I Escaped Communist Vietnam and Built a Successful Life in America*, won 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 Publisher (IPPY) Book Award. Read his op-ed: [haas.org/tran-op-ed](https://haas.org/tran-op-ed).

#### 1980



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

#### 1981



**Joann (Martens) Weiner**, of Washington, D.C., updates, “I am starting my seventh year as director of the master’s in applied economics program at George Washington University. We recently changed our STEM-designated program to a Master of Science from a Master of Arts degree. I continue to teach applied micro as well. Had an amazing conversation with a fellow Cal grad about the incredible

b-school professor Frances Van Loo.”

#### 1983

**Mitch Rosenberg** is a certified financial planner, chartered life underwriter, and accredited estate planner with a master’s of 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 member agent of The Nautilus Group and the Nautilus Plus inner circle, comprising an elite group of fewer than 30 insurance professionals.



**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, Andrew is now a member of the Private Directors Association. His activist investment management firm, Lawndale Capital Management, recently celebrated its 28th anniversary. He continues to speak regularly at national conferences focused on corporate governance, hedge fund, and activist investing topics. He notes, “We celebrated our daughter’s marriage with a pandemic-deferred wedding in Sonoma wine country on August 14.”

#### 1985

**Bill Koefoed** See MBA 1994.



**Beth (Corman) Lee**, of San Jose, Calif., announces, “I published my first book on August 10, 2021—a cookbook called *The Essential Jewish Baking Cookbook* (Rockridge Press, 2021)—and it has already been covered in *The New York Times* (see [haas.org/beth-lee](https://haas.org/beth-lee)), *San Francisco Chronicle*, *San Jose Mercury News*, and more.”

#### 1986

**David Inchausti**, of San Francisco, became VP and controller of Chevron in 2019 and moved to the Haight in 2021.

#### 1990



**Timothy Yee**, of Alameda, Calif., reports, “New 401(k)s continue to pour into Green Retirement as ESG investing moves mainstream. Was I 15 years early 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.

#### 1992

**Mister Emael (Ernesto Arellano)**, of Valencia, Spain, announces, “I have begun



to write about my time at Cal. I submitted my first story to a writers’ 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 horrible 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 Antonio Velez.

#### 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 SFSU’s startup incubator, entrepreneurs’ resource hub, pitch competition, annual symposium, and high school entrepreneurship outreach programs.”

#### 1998



**Olivia Chen**, of Palo Alto, Calif., reports, “Pauline Ang (Cal grad 2001) and I co-founded Twrl Milk Tea. Our premium, ready-to-drink, plant-based milk

### The Answer:

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

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

teas (tea latte) are made with organic fair-trade tea, are dairy- and allergen-free, and have way less sugar compared with other boba teas in the market. It’s also nitro-infused for a smoother and creamier taste—without additional fats or creamers!

We source from small organic and non-GMO family farms, and our plant-based milks are considered the most sustainable, which gets us Twrling in excitement.

With only 45 calories and 6g of sugar per can, our customers love this coffee alternative!” Visit [twrlmilktea.com](https://twrlmilktea.com) or [@twrlmilktea](https://twitter.com/twrlmilktea).

**Sangeeta Desai** has been named interim CEO at Dubai-based regional entertainment provider OSN. Desai, who was previously group COO and CEO of emerging markets at Fremantle, has served as a non-executive director on the board of OSN for over year.

#### 2000

**Will Edmonson**, 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

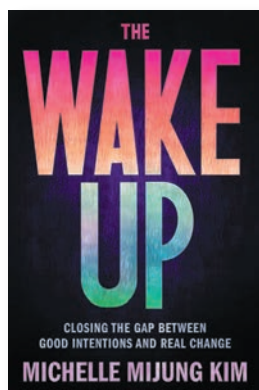


### WALK OF FAME

**Robert Paylor, BS 20**, who wasn’t expected to walk again after suffering a catastrophic injury during a Cal rugby match, walked across the stage in August to accept his Berkeley diploma. Paylor took more than a dozen steps amid a standing ovation at the pandemic-postponed event. “For 1,576 days I’ve thought about this one day,” said Paylor, who can walk up to 300 yards now. “It’s some of the most important five to 10 yards I’ll ever walk in my life.”



EMPOWERING  
INCLUSIVITY



*The Wake Up* (Hachette Go, 2021) explores the challenging and nuanced work of pursuing equity and justice. It's for everyone earnestly trying to go beyond performative allyship to create real change.

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

UNDERGRADUATES  
CONTINUED

contact me at 424-248-9581 or will@whelawfirm.com if I can help you with anything.”

2005

**Alex Abelin**, of Kilauea, Hawaii, is building an innovative nutrition company, Plant-Baby, that designs clean plant-based drinks, foods, and formulas for kids. He and his wife, Lauren, created the company and are launching their first product, Kikimilk (kikimilk.com), this fall.

2009

Back to the Roots founders **Nikhil Arora** and **Alejandro Velez** won EY's Entrepreneurs of the Year Award for Northern California.



**Christian Kendall**, of San Francisco, updates, “After seven years of tinkering and collecting market interest I am bringing the world's only singing tea kettle to market. It is named 24T, pronounced “Two for Tea,” as this is the song it whistles upon water boiling. Interested parties can learn more about this steam-engine-powered marvel at musicalteakettle.com.

“I'm spending more time in Todos Santos, Baja California, and looking for other alumni to help with local projects to handle garbage and water issues in town.”

**Javier Tenorio**, of Santa Rosa, Calif., announces, “After 10+ years in finance and accounting, I decided to change careers and joined Costeaux French Bakery in Santa Rosa as director of operations. In this role, I oversee the day-to-day operations

of our baking center and manage all delivery routes throughout the Bay Area. If you find yourself in wine country, stop by and say hello!”



**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 linkedin.com/in/richardzen.” Shown: Zen (left) touring a transitional housing property in Hong Kong that uses stacked containers. He's joined by friend and project donor Kristine and property program managers Cherry and Alice.

2012

**YJ (Young-Jun) Jang**, the founder and CEO of Riid, a global AI tutor, raised \$175 million from SoftBank. The company aims to disrupt standardized testing and take its technology to public schools.

2014



**Clement Kao**, of Irvine, Calif., updates, “I'm now the founder and CEO of Product Teacher, a product management education company that envisions creating a world where anyone can bring dreams to life

through software. Through Product Teacher, I've released an online self-serve video course called Solving the PM Interview, which has helped multiple people secure PM job offers. I've also been able to accelerate the careers of professionals from Redfin, Intuit, Barclays, and more! I love supporting the Haas alumni community, so don't hesitate to email me at clement@productteacher.com with any questions.” Shown: Kao with significant other Panpan Xu.

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.

“As I never took any CS courses at Berkeley, diving into a research-based CS master's is a leap of faith decision for me. I spent multiple years as a management consultant at a job Haas helped me get, and during that time I realized how much I liked to continue to intellectually challenge myself. And thus, I'm back attending lectures.

“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 Ansell**, of Redmond, Wash., is the 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



**Bria Rosenberg**, of Los Angeles, updates, “In January 2021, I started my first 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

CONFIDENCE  
WITHOUT  
ATTITUDE

PATTY  
JUAREZ

BS 94

*Executive Vice President & Head of Diverse Segments—Commercial Banking, Wells Fargo Bank Irvine, Calif.*

BY NANCY  
DAVIS KHO



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 highest-ranking Latina in Wells Fargo's 268,000-person organization, 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 made a name for myself in that business community,” she says. Growing that portfolio over the years, rounding out her banking skills, and progressing up the management ladder led to what Juarez calls her “Shark Tank” moment in 2016.

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

Juarez's team now includes those who oversee outreach to women, Hispanic and Latino, Asian, Native American, and Black business owners across the nation, bringing specialized knowledge and cultural competency to relationship building. “I'm particularly proud of how long many of our diverse clients stay with us,” she says, mentioning that she still talks regularly with clients she first met in the '90s. “It means we've built a rewarding relationship where clients are getting what they need.”

[linkedin.com/in/patty-juarez-00320910](https://www.linkedin.com/in/patty-juarez-00320910)

↑  
CONNECTIONS

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

↑  
*The Takeaway*

Patty Juarez, BS 94, was recently named one of the 50 Most Powerful Latinas by the Association of Latino Professionals For America.

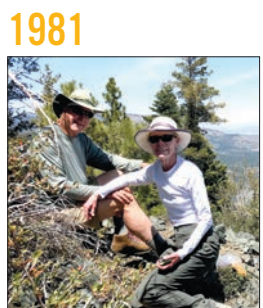


**MBA 1973**  
**Robert W. Marwin** notes, “I retired in January of 2005 after 31 ½ years with ADI Analog Devices.”

**1975**  
**Ruth (Minnes) Donohugh**, of Pebble Beach, Calif., writes, “Corporate originally, then founded Picante (Berkeley) and Picante (San Rafael).

will be full of positive adventures. Being retired, Kathy and I are certainly enjoying this family time as well as traveling the world with 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 incorporat-

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, 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.



**1981**  
**Victoria Wray-Greening**, of Genoa, Nev., writes, “New ‘skill’: using Zoom! Learning to golf—still at the whack-a-mole stage. Having moved to Genoa, Nevada, several years ago, my husband and I do a lot of hiking and generally enjoying the eastern Sierra. We are experiencing horrific smoke this summer, which cuts down on the hiking (and progress on my learning to play golf!). 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, San Francisco.

“I hope to someday see my Haas pals again, especially **Liz, Nancy, Firouzeh, Dominique, Wendy, Ross**—miss you all!” Shown: Hiking with husband, Jay Greening.

**1982**  
**40th Reunion**  
APRIL 29–MAY 1, 2022

**Ronald Bohn**, of Elk Grove, Calif., has been on special assignment with the State of California since July 2020, first as

a coronavirus contact tracer and now a case investigator. “As a contact tracer, I talked to people exposed to the disease about health and safety measures. As a case investigator, I talk to people infected with the disease about those measures.”

**1983**  
**Alan Kessler**, the former CEO of Vormetric, joined the board of directors of Sotero, a cybersecurity technology company led by **C.J. Radford, MBA 05**.

**1987**  
**35th Reunion**  
APRIL 29–MAY 1, 2022

**1989**  
**Steven Terusaki**, of Albany, Calif., announces, “SEIDO Consulting, LLC celebrated its 10th anniversary during the pandemic, offering executive business coaching services to individuals who are new to positions of leadership and to leaders seeking their ‘right path’ for leadership success. In 2020 SEIDO Consulting also folded into its service offerings the Haas Alumni Forums program. Haas Forums are your personal board of directors, offering a confidential setting to explore and discover new perspectives on your most difficult challenges. Check out seidoconsulting.com or email s.terusaki@seidoconsulting.com.”



**1991**  
**Amy (Louis) Lujan**, of Juneau, Alaska, reports, “Both **Stan** and I are now mostly retired. We volunteer extensively in the community. Much of that has gone online.

Sometimes it feels like we’re spinning our wheels, without in-person events such as live concerts with our musical groups! We have accomplished about five years of home maintenance and organizational projects in the past 18 months, so we’re getting ready for the next chapter. In the COVID ‘window’ this spring and early summer it was great to finally see family and friends in person.” Shown: Amy and Stan Lujan, both MBA 91, hiking near their home in Juneau, Alaska.

**1992**  
**30th Reunion**  
APRIL 29–MAY 1, 2022

**David Shiver**, of Berkeley, Calif., reports that in addition to his work as a principal with BAE Urban Economics, he is teaching a course in real estate market and financial analysis at San José State University’s Master in Urban and Regional Planning program. He notes, “It’s been really rewarding to share what I’ve learned over my career and help develop the next generation of city plan-

ners and real estate professionals!”

**Wendy Wong**, of La Jolla, Calif., updates, “Recently embarked on a new work/life format as a growth advisor and fractional chief marketing officer, with a focus on mission-based organizations delivering social impact. Enjoying my strategic marketing work with Founders First, an accelerator and lender to diverse-led small businesses, with the mission to build an inclusive economy. Looking to partner with like-minded leaders. Also interested in board or growth advisory roles with social impact businesses and nonprofits and incubating some entrepreneurial projects.”



**Leslie Smith** announces that her art

**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 not anymore a place just to meet.”

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

exhibition “Magic Opossum” opened at the Richmond Art Center on Sept. 9. See haas.org/leslie-smith. Shown: Smith’s self portrait with opossum found in her art studio.

**1994**  
**Frédéric Charles**, of Paris, updates, “I joined SUEZ Environmental Solutions, as VP for Digital Strategy & Innovation. Digital is key to finding new smart solutions for the planet, reducing energy and



water consumption or building smart cities. “My two kids, Aldric and Gaël, left home as soon as they graduated from their engineering schools. Julia and I have now a big house open to alumni!”

**Bill Koefoed**, the CFO of OneStream Software, was featured in an article by *CFO South Africa* highlighting OneStream’s success and plans to expand into new geographies. Read the article: haas.org/bill-koefoed.



**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 consulting services. Utilizing skills I learned at EMC and then Dell, enjoying every minute.



STUDENTS  
ALWAYS

LAILA  
TARRAF

MBA 97

Chief People  
Officer, Allbirds  
San Francisco

BY MEILAN  
CARTER-GILKEY



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).

“I 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.

She led Allbirds through the pandemic and social unrest by establishing working agreements, essentially guiding principles for how employees connect with each other, like choosing courage over comfort in conversations and practicing gratitude daily. “If you commit to having the hard conversations with an open mind and an open heart, that’s really what builds greater connection and ultimately creates a stronger culture,” Tarraf says.

Her approach is working. Allbirds was named America’s best startup employer of 2020 by *Forbes*. “A strong culture acts as the glue in an organization,” she says. “It can propel, unite, and connect you.”

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

↑  
CONNECTIONS

Tarraf and her classmates typically hold minireunions every Memorial Day, and she and her female classmates are especially supportive of one another.

↑  
*The Takeaway*

“It’s the hard skills that get your career started, but it’s the soft skills that allow you to get from mid-level manager to senior executive,” says Tarraf.

PHOTO: GINA LOGAN PHOTOGRAPHY

MBAs CONTINUED

“My son who was born in Berkeley is on his second job; daughter who graduated from Georgetown 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. Wish her luck.” Shown: Kassim, Carolyn, Kevan, Kiren, and Kamryn Chaudry.

1996

Co-founded and led by **Kevin Brown**, Innit, 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



**Alan Knitowski**, of Austin, Texas, notes, “Continuing work as president, CEO, and co-founder of Phunware, Inc. (NASDAQ: PHUN). Was recently featured as ‘self-made’ for the cover of Swagger magazine.” (See [haas.org/alan-knitowski](https://haas.org/alan-knitowski).)

“Recently celebrated my second wedding anniversary with Dr. Janelle Moser Knitowski at the One&Only Maldives.”

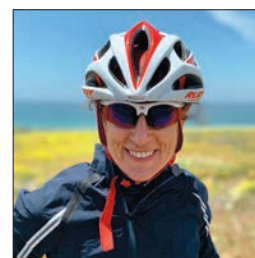
2001

**Arshad Carim**, of Alameda, Calif., updates, “Approaching the 20-year mark as a principal at The Alexander Group,



Inc. (AGI), a boutique consulting firm focused on revenue growth solutions that I joined straight from Haas on-campus recruiting in 2001. Thoroughly enjoying the work and focusing on the life sciences and analytical instruments, manufacturing and distribution, and healthcare sectors.

“Fantastic seeing classmates at the 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. We 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 Manghani**, **Dave Ko**, and **Todd Wehmann**. Great times with lifelong friends!”



**Leah Fine**, of San Carlos, Calif., reports, “Leading efforts at the GO2 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 FastForward’s accelerator program.

*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

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

2002

20th Reunion

APRIL 29–MAY 1, 2022

**Christi Burdick-Travis**, of Lake Elmo, Minn., writes, “Ooofta (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 with our three kids (16, 13, 8) we 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 [christi.burdicktravis@gmail.com](mailto:christi.burdicktravis@gmail.com).”

2003



**Paulo Mannheimer**, of Rio de Janeiro, Brazil, reports, “Instant Solutions, the company I started after graduation, has been growing double digits all these years, especially the last two due to our online collaboration and communication platform. “Used some free time during the pandemic to relearn how to pilot so

we never have to fly an airline again.” Shown: Paulo and wife, Elida, frequent flyers on MA (Mannheimer Airlines).

**Yamini Rangan**

became the CEO of HubSpot, 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.

2005

**C.J. Radford** was named CEO of cybersecurity technology company Sotero.

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



**MBAs CONTINUED**

has created the Ellis Island National Museum of Immigration, developed the free 65 million-record Ellis Island Passenger Database, constructed the Statue of Liberty Museum, and funded over 200 additional projects.

2007

**15th Reunion**  
APRIL 29–MAY 1, 2022



**Bradley Clark**, of Springville, Utah, writes, “After years of thinking

*The Answer:*

“There is opportunity in every adversity. What you choose not to do allows you to do what you want to do, so choose your time investments wisely.”

—SARANYA BABU, MBA 08  
CMO, CLOUDINARY

about it I decided to use the commute time I got back from the pandemic to write a book! It’s titled *The MBA Distilled for Project and Program Professionals* and marries the knowledge gained in MBA programs and distills it down for program managers. It was picked up by a publisher and is available on Amazon.

**Jen Quan**, of Kailua, Hawaii, announces, “The Quan ohana (pictured) has moved to Oahu. We’ve experienced the



amazing spirit of aloha and have met such wonderful individuals and organizations. Our girls are attending Mid-Pacific Institute and Punahou School and are loving their new communities. We are very much looking forward to this next chapter. If there are any Haas alumni on Oahu, would love to connect!”

**Brett Wilson** and **John Hughes**, who previously co-founded TubeMogul together, have launched Swift Ventures. The firm is a “founders backing founders” fund that invests in seed-stage AI and automation companies with B2B business models. Learn more at swift.vc.

2008



**Saranya Babu**, of Cupertino, Calif., writes, “What an intense and fulfilling year despite the gloomy global backdrop of the pandemic. As the marketing head at Wrike, I got the once-in-a-lifetime opportunity to lead my team through a complete and overnight pivot. We took an innovative, agile approach and really came together to exceed our goals, leading to a successful \$2.25B acquisition that redefined the market dynamics. Receiving the Women of Influence award of the *Silicon Valley Business Journal* was icing on the cake. My next big challenge: the CMO at Cloudinary. On the

personal front I enjoyed a fulfilling year with my family at home. My oldest, a Haas baby, turned teenager and started high school.”

**Jeff Denby**, co-founder of The Renewal Workshop, a provider of circular solutions for apparel and home textile brands, recently added two athletic wear brands to its lineup: Champion and New Balance. The Renewal Workshop cleans, repairs, and sells apparel that would otherwise have gone into landfills.



**Ashish Shete**, of Palo Alto, Calif., updates, “My wife, Kaumudi, and I decided to take a break from work and travel across the U.S. on a 6- to 12-month road trip. We purchased a 25-foot RV and got on the road by mid-June, planning to visit all the national parks in the U.S. that we haven’t seen and meet friends along the way. So far, we’ve visited more than a dozen national parks and have been mesmerized by all the beauty in our country.

“We are also learning a lot. The RV life is new for us, and we regularly run into situations that differ from those we face in our regular corporate and suburban lives. Hoping to return with a broader vision and a sharper focus. Many thanks to all who have helped and encouraged us.” See Instagram updates: @rvfarers. Shown: Ashish and Kaumudi at the Black Canyon of the Gunnison National Park in Colorado.

**Sarah Travis** was named president of Target’s in-house media company, Roundel, which helps advertisers connect

directly with Target’s guests through personalized marketing messages. She previously served as managing director of retail at Google, where she held multiple executive roles in marketing and sales.

2009

**Ernesto Rodriguez**, of Lima, Peru, reports, “I have been working for Repsol, a Spain-based energy company for 11+ years, in FP&A roles around South America. I joined a new project to integrate long- and short-term planning processes across several countries with multiple fiscal regimes.

“My wife, two kids, and I moved to the Miami area for five months looking for in-classroom education for our 8-year-old, Alejandro, and 5-year-old Julieta. Now enjoying the warm South Florida summer while away from Lima’s cloudy winter. Looking forward to reuniting with former classmates in the area.”

2010



**John Pavolotsky**, of San Mateo, Calif., updates, “I have started a local Bay Area hiking group, open to Haas alums and others. Our last hike, along the Marin Coastal Trail, included two Haas alums, besides myself, and it was great as always to catch up. Ping me for details.”

2011

**Victor Noguera** and **Bernardo Cordero**, **MBA 12**, co-founders of Flat.mx, raised a \$20 million Series A round of funding. Their company simplifies the process of buying or selling a home in Mexico.



**Laurie Peterson** writes, “We learned in b-school that the easiest time to change an organization’s culture is during a crisis. Well, this seems to be true on the micro level of our family as well. After a tough year we’ve moved from Oakland to Santa Fe, NM, for fresh air and open space. Come visit us in the land of enchantment.”

2012

**10th Reunion**  
APRIL 29–MAY 1, 2022

**Nitin Agrawal**, the co-founder & CEO of edtech company Interstride, was named to the *Forbes* Next 1000 list of entrepreneurs and small business leaders who are redefining what it means to build and run a business amid the new normal. Agrawal won in the education category for his work providing international student support services to higher education institutions.

**Bernardo Cordero**  
See note for **Victor Noguera, MBA 11**.

**Josh Harrington** assumed the role of CEO at Eldex Corporation in May. Eldex manufactures high precision chemical metering pumps and scientific instrumentation for the global market from its company HQ in Napa, Calif.

2013

**Andrew Hattori** has joined the East Bay Community Foundation as vice president of marketing and communications. He writes on LinkedIn: “EBCF is committed to eliminating structural

barriers, advancing racial equity, and transforming political, social, and economic outcomes for all who call the East Bay home. I’m humbled by this opportunity to create a ‘Just East Bay’ together and...excited to support EBCF’s bright future as an organization that our community deserves.”



**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,

*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

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

million and beyond. We provide both comprehensive financial planning and investment management. To learn more about what we do, visit thinkdifferent-wealth.com.”



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 case-study-based classes 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 alumni. These allowed attendees to build community both online and in real time once restrictions were lifted. The course earned rave reviews, and the UK Chapter hopes to bring more such content to European alumni.



MBAs CONTINUED



2014

**Claudia Martinez**, of Oakland, Calif., announces, “On May 3, 2021, our baby girl, Lucía Elena, joined our family. She weighed 6 pounds and 7 ounces and measured 20 inches. Mom is excited about introducing Lucía to the Haas community!” Shown: Proud parents Claudia Martinez and Elias F. Portales with daughter Lucía Elena Portales.



**Virginia Milner**, of Seattle, is principal product manager for Kindle Direct Publishing and is behind one of Amazon’s biggest launches in the books category in recent years: Kindle Vella, a new reading experience for serialized stories. She led the initial ideation, strategy, and launch of this new direct publishing/reading experience. Her previous projects at Amazon include Great on Kindle and helping independent brands build their business selling on Amazon.



**Javed Shah**, of Sacramento, Calif.,

reports, “Having worked at ForgeRock for nearly eight years, where I helped design and build the ForgeRock Identity Platform and also the ForgeRock Identity Cloud, I am excited to share that I have been appointed the new VP of Product at 1Kosmos. We are a Series-A funded startup with a platform serving global use cases for decentralized identity management and passwordless authentication. Our platform is disruptive in that we take an architectural approach to preserving user privacy and enabling frictionless identity-based authentication for both enterprise and consumer markets. I am very excited about the future and the prospect of disrupting the current and legacy approaches to centralized identity management.”

2015

**Amanda Augustus**, head coach of Berkeley’s women’s tennis team, earned her second Pac-12 Coach of the Year award after a season in which the Cal women’s tennis team won its first conference tournament championship and reached the NCAA round of 16. Augustus, now in her 14th year as head coach, also collected the conference coaching honor in 2014. That year—before the inception of the Pac-12 team tournament—she led Cal to its first Pac-12 title based on its regular-season record.

**Eyal Gurion**, of Berkeley, Calif., updates, “Started a new job as VP of Care Transformation for Anthem Inc., leading a national team of clinical, product, and analytics professionals working on new solutions to improve care and reduce costs. I’m hiring people across the country and across multiple disciplines and would love to bring in Haas talent.”

**Moses Lo**, co-founder and CEO of Jakarta,

Indonesia-based Xendit, recently celebrated raising \$150 million in fresh Series C funding, bumping the fintech’s valuation to \$1 billion and unicorn status. Read more about Xendit in the Summer 2021 issue of *Berkeley Haas* magazine: [haas.org/money-moves](https://haas.org/money-moves).

2016

**Richard Bissell**, of Danville, Calif., reports, “This year, my job changed to a role supporting the transition to electric transit buses at public agencies all over the U.S. This was an exciting change for me and supports my goals of working on meaningful projects that will have an impact on the future.”



**Pete Dillon**, of Oakland, Calif., writes, “In July, I closed a privileged chapter with growth-stage transportation startup Aperia Technologies and have since joined Color Health as FP&A Manager, Revenue Lead. Color is using population-level health care services, screening, and infrastructure to help everyone lead the healthiest life that science and medicine can offer. As a former chemist, rising finance leader, and double-bottom-line enthusiast, I am so excited to help grow Color into a phenomenally valuable/ impactful company! “Outside work, I’m completing Berkeley Extension’s Accounting Certificate, spending lots of time at the Oakland Zoo with my wife and 4-year-old daughter, doing some good running, and looking forward to seeing Haasies in person whenever conditions permit!”

2017

5th Reunion  
APRIL 29–MAY 1, 2022



**Irene (Liang) Kang**, of Austin, Texas, founded Spark Collection, creating bilingual storybooks and playthings. Inspired by her own family’s experience, she is debuting her bilingual storybooks in Mandarin-English and Hindi-English to increase representation and diversify children’s literature. She adds, “When the pandemic began, my son’s day care closed, and I found myself caring for him full time. I realized how quickly he was picking up language, so I looked for books in Chinese and Korean. It was difficult to find accessible and engaging resources for a multicultural and non-fluent family like ours. Inspired to create my own books, I founded Spark Collection to help families learn language and culture in a fun and meaningful way.” Shown: Irene with partner, Chris Kang, and son, Lake.

2019



**Yogesh Soni**, of Fremont, Calif., announces his book, whose working title is *Digital Belonging: How to Bring People Together and Build Purpose-driven Organizations*, forthcoming in April. “The COVID-19 pandemic has caused a global upheaval where most knowledge workers

BEYOND  
YOURSELF

ANDREW  
HENING

MBA 17

*Co-Founder & Project Director, Opening Doors Marin; Principal, Andrew Hening Consulting, LCC Richmond, Calif.*

BY ANDREW FAUGHT



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 non-profit, 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 frameworks for solving long-term chronic homelessness.

What works, Hening has found, is not another temporary shelter or substance-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, registering 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.

[linkedin.com/in/andrewhening](https://linkedin.com/in/andrewhening)

↑  
CONNECTIONS

Hening continues to collaborate closely with Haas Teaching Professor Sara Beckman to envision and redesign systems of care for the most vulnerable.

↑  
*The Takeaway*

Surprisingly, Hening says, traditional business concepts like supply chain management, design thinking, market segmentation, and financial modeling have had a profound impact on crafting effective approaches to homelessness.

INSIDER TECH



*Riding High In April* (SparkPress, 2021) draws from Jackie Townsend’s time in Silicon Valley, where she observed the highs and lows of the startup economy. The novel is a powerful evocation of our contemporary tech moment; a revealing exploration of resilience and the pursuit of something unattainable; and a moving story of love, friendship, and letting go.

—Jackie Townsend,  
MBA 93  
Author



CONFIDENCE  
WITHOUT  
ATTITUDE

## LISA RAWLINGS

EMBA 19

*President &  
CEO, National  
Urban Fellows  
Washington, D.C.*

BY JENEÉ DARDEN



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, philanthropies, and in government, Rawlings says, "is often because they're looking for others already in their 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 doors 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 part to her clear vision. "I knew what it needed," she says, "but I also felt well equipped from my Haas training."

[linkedin.com/in/lisa-rawlings](https://www.linkedin.com/in/lisa-rawlings)

### ↑ CONNECTIONS

Rawlings credits her Haas network for helping her succeed at NUF, especially Lydia Butterfield, EMBA 19, who serves on NUF's board and as the organization's treasurer. "She has been such an invaluable support and asset," Rawlings says.

### ↑ The Takeaway

"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](https://haas.org/lisa-rawlings).

PHOTO: ROLAND A. BLAND

### MBAs CONTINUED

worked remotely during a traumatic collective experience, but there were several positives. We spent more time with loved ones and took up new hobbies, growing in our realization of a fundamental shift in the workplace. Most employees don't want to return to the office full time. What glue will hold the company together? How can remote-first companies ensure long-term employee productivity and retention? How can we design virtual environments with a sense of belonging built in? What do leaders need to do now to get ahead in the game? Excited to explore this fascinating topic through the book, whose journey

will answer all these questions." Learn more at [yksoniauthor.com](https://yksoniauthor.com).

### 2020

**Vrinda Gupta's** debit card startup, Sequin, recently closed \$5 million in a seed financing round, bringing the total amount raised to \$5.7 million. Sequin is geared toward women and helps build credit.



**Douglas Pollack**, of Berkeley, Calif., reports,

"From mid-March through early August of

### The Answer:

**"I've learned not to take anything for granted, to savor every moment with friends and family, every moment at school, every trip, every concert. I've incorporated mindfulness exercises into my day to make sure I'm truly present and grateful."**

—ANDREA ACEDO TRUEBA, MBA 21  
DIRECTOR OF BUSINESS OPERATIONS, LITTLE OTTER



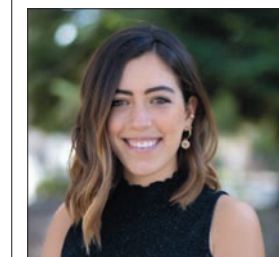
### THE FUTURE OF TRANSPORTATION

**Barry Behnken, EMBA 14**, and **Jordan Greene, BS 14**, celebrated in New York when the company they co-founded in 2013, AEye Inc., went public in August (NASDAQ: LIDR). AEye provides intelligent, adaptive LiDAR (light detection and ranging) for vehicle autonomy, advanced driver-assistance systems, and robotic vision applications. Haas connections there run deep: **Stephen Lambright, MBA 94**, and **David Oroshnik, MBA 93**, are also on the team. Shown: Barry Behnken, EMBA 14 (far left) and Jordan Greene, BS 14 (far right), with AEye co-founders Ransom Wuller and Luis Dussan and CEO, Blair LaCorte.

### 2021

#### 1st Reunion

APRIL 29–MAY 1, 2022



**Andrea Acedo Trueba**, of Oakland, Calif., writes, "I just started working at an awesome pediatric mental health startup, Little Otter. I had been dreaming about working in the mental health space for a while, so I'm beyond excited to start this new chapter!"

"The COVID version of the MBA definitely had its perks. My husband and I visited 24 national parks in the past year and a half!"



MBAs CONTINUED



**Gautam Chaudhary**, of Fremont, Calif., updates, “I have hired the CEO of my company. It has brought positive changes to the culture and added pipeline to my business. My daughter has started college.” Shown: Chaudhary with daughters Oju and Suhani and wife, Archana, at Oju’s graduation.



**Anna Dai** started a new job at Samsung in the Global Strategy Group. She adds, “Moved to Seoul, South Korea. Beginning to learn Korean.”

**Nima Sherpa**, of San Jose, Calif., notes, “I am experimenting with social boundaries as part of my job in the tech industry and not just



through my volunteering rendezvous. Humanity, a generosity my Haasies blessed me with, reminds me to be open to everything life has to offer.” Shown, clockwise: **Alena Johnston, Apurva Dheer, I-Ning (Elaine) Cheng, Sweta Chakravadhula, Loria Purcareata-Armulescu, Lauren Humaydan, MBA 20, Swati Gupta, Nima Sherpa, and Christina Li.**

BC/EMBA

2007

**15th Reunion**  
APRIL 29–MAY 1, 2022

**Nick Triantos**, of Woodside, Calif., reports, “I’ve started a \$50M venture fund, NextStep Ventures, focused on improving pediatric health. We are raising funds now, but we’ve also begun a small investment in companies building medical devices, gene therapies, drugs, diagnostics, and digital health solutions for children and adolescents.

*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

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

2012

**10th Reunion**  
APRIL 29–MAY 1, 2022

2014



**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 CFO.

2017

**5th Reunion**  
APRIL 29–MAY 1, 2022

2019

**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 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 in Larino, Italy.”

2020

**1st Reunion**  
APRIL 29–MAY 1, 2022

PHD  
1971



**William Halal**, of Washington, D.C., announces his latest book, *Beyond Knowledge: How Technology Is Driving an Age of Consciousness* (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.”

1986

**Cathy Goodwin**, of Philadelphia, writes, “I’m still running my own business as an online marketing consultant, specializing in small service-based businesses. I just started a podcast: Strategic Storytelling (cathygoodwin.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 self-published this fall (I have other books on Amazon Kindle).”

1999

**Jeffrey Bohn** updates, “After nearly five years in Zürich, Switzerland, establishing the Swiss Re Institute, I’ve returned to San Francisco to work as chief strategy officer for a new startup called One Concern. This tech firm uses machine learning to create a new suite of analytics for evaluating the resilience of commercial buildings to hazards. These tools will change the way insurance, banking, and asset management incorporate climate risk and other hazards, like earthquake risk, into pricing, selection, and management.”

QUESTION THE  
STATUS QUO

EMMANUEL  
VALLOD

MFE 11

Partner,  
QSR Ventures  
Palo Alto, Calif.

BY KATHLEEN PENDER



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.

Emmanuel Vallod joined GSR Ventures (gsrventures.com), a global investment firm, to seek opportunities in financial technology, especially embedded finance. The big question he’s seeking to solve: “If you put financial services into a commerce, media, or healthcare platform, can you facilitate business transactions, growth, and user satisfaction?” he says.

Vallod spearheaded GSR’s recent investment in jaris, a Burlingame, California-based company that embeds banking services into the software that small and medium-size businesses use to conduct retail transactions. It gives companies next-day access to loans based on those transactions and other information residing in the software.

He’s also looking for ways embedded finance could make U.S. healthcare more accessible and affordable for consumers. This could be finding cheaper ways to finance elective surgery, which is typically not covered by insurance, or the out-of-pocket costs in high-deductible health plans, which are used by about half the U.S. workforce. Perhaps the most promising application of embedded finance for consumers: finding an efficient way to shop for medical procedures based on price and patients’ feedback.

Vallod says his MFE combined with previous work at traditional firms such as BlackRock gave him a deep understanding of financial and capital markets. “That knowledge makes a critical difference in working with founders on building huge businesses,” he says.

[linkedin.com/in/emmanuel-vallod-00117410](https://www.linkedin.com/in/emmanuel-vallod-00117410)

↑  
CONNECTIONS

Haas professor Nancy Wallace helped Vallod focus on subjects that were “critical yet off the beaten path, because they were just really hard,” he says. That catapulted his career and helps him source promising fintech investments.

↑  
The Takeaway

For people with training in finance, fintech has opened career opportunities beyond the traditional fields of corporate finance, investment banking, and asset management.

PHOTO: MARCEL SIEGLE



# IN MEMORIAM

## Professor John Morgan

*Game theory expert*

**Professor John Morgan**, an economist who found elegant ways to analyze the world through the lens of game theory and whose popular classes and sage mentorship made a deep impression on students, died Oct. 6 at age 53.

During his nearly two decades at Berkeley Haas, Morgan left his mark through his 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 teaching in the spring.

"It didn't take long for anyone who met him to realize that his small physical stature was a disguise for the giant of a person he was," said Prof. Steve Tadelis. "We have great researchers, we have great teachers, and we have people who give freely of themselves. But I cannot think of a single person who embodies all three of these at the extreme levels that John did."

Morgan was the Oliver E. and Dolores W. Williamson Chair of the Economics of Organizations, co-director of the Fisher Information Technology Center, founding director of the Xlab, faculty director for Berkeley Executive Education, and a member of the *California Management Review* editorial board. He was the inaugural winner of the Williamson Award, Haas' highest faculty honor, and won the Cheit Award for Excellence in Teaching in 2006.

He was devoted to his students, a number of whom became good friends and repeated co-authors after they graduated.

"He would generously give his time to PhD students. He put in the hard work to make them better—and they did quite well on the job market," said Bo Cowgill, PhD 15, now an assistant professor at Columbia University. "Yet he also cared about things outside of academic success and

climbing the career ladder. ... He was like a father figure or a mentor for questions about life." Adds Cowgill, "On top of that he was hilarious—he could bring down the house with his mixture of humor and insights on game theory and economics."

Morgan's game theory class was one of the most popular at Haas. Students competed in his signature strategy games, which he incorporated into a semester-long game based on the reality TV show *Survivor*. He said he wanted to teach students to be "outward thinkers," by which he meant they would need to be able to relate to others to succeed in business.

"You don't really learn how to empathize by having some professor tell you about the need to empathize. ... You actually have to do it," Morgan said.

Plans for a memorial are still being discussed. Donations in Morgan's memory may be made to the American Autoimmune Related Diseases Association (AARDA) or The Humane Society of the United States.

Read his full obituary at [haas.org/john-morgan](https://haas.org/john-morgan).



PHOTO: JIM BLOCK



Alfred Diaz-Infante, MBA 89

*Affordable housing champion*

PHOTO OF DIAZ-INFANTE COURTESY HARTNELL COLLEGE. PHOTO OF LEE COURTESY EUREKA CASINO RESORT.

**Alfred Diaz-Infante**, a longtime community leader, died in a car accident August 9 at age 60. The son of immigrant farmworkers, he was raised in Salinas, California, and made his life's work there, creating affordable housing and advocating for housing policy for Monterey County. He served as the president and CEO of CHISPA (Community Housing Improvement Systems and Planning Association) for nearly 24 years, leading the development of thousands of housing units geared mostly to farmworkers on the Central Coast.

He was also a public servant, serving as a Monterey County planning commissioner in the 1990s and a board member of the Salinas Valley Memorial Healthcare District from 2017 to 2018.

His community service also included leadership roles on the boards of various organizations, including the Community Foundation for Monterey County, Monterey Bay Economic Partnership, Big Sur Land Trust, and Hartnell College Foundation. In 2015, he was named Citizen of the Year by the Salinas Valley Chamber of Commerce.



Cornell C. Maier

*Oakland advocate, philanthropist*

**Cornell C. Maier**, a socially conscious corporate leader revered for his years of generosity to and advocacy for various Oakland, California, causes, passed away on August 13 at age 96.

Maier earned a bachelor's degree in electrical engineering from Berkeley in 1949 and went on to serve as chairman and CEO of Kaiser Aluminum & Chemical Corporation and its successor company, KaiserTech, finally retiring after more than 38 years of service.

Upon retirement, philanthropy came to define Maier, who supported a long and diverse list of organizations, especially in the areas of education and medical care.

A generous donor to Haas and Berkeley, Maier also gave generously of his time, including serving as a member of the Haas School Board.

He was offered a seat on the board of directors at Oakland's Children's Hospital, but he chose instead to hold and comfort medically fragile babies in its neonatal unit twice weekly for some 25 years.



Janet L. McAllister, MBA 84

*Professional services pioneer*

**Janet Louise McAllister** of Mill Valley, California, a pioneer in professional services as well as corporate management of knowledge resources, passed away unexpectedly on June 29 at age 73.

After earning her MBA from Berkeley, McAllister worked in sales and marketing at IBM, where she developed strategy, finance, and management expertise that allowed her to advance, in less than 14 years, to corporate vice president with global responsibilities. She was an innovator in the area of developing and managing human capital, becoming the first IBM executive to carry the position of chief knowledge officer. After leaving IBM in 1998, she worked as a business consultant with The Insight Group for a number of years before finally retiring in 2012.

McAllister was a mentor to many young entrepreneurs and a role model of vision and leadership. She and her husband, Bill, supported several local arts and healthcare organizations, and McAllister served on several boards, including the Haas Development Council for eleven years and the San Francisco Playhouse.



Theodore "Ted" Bo Lee, MBA 66

*Businessman, attorney, philanthropist*

**Theodore "Ted" Bo Lee** died peacefully on August 17 at his home in Las Vegas. He was 88.

During his career, Lee and his wife, Doris, developed industrial, retail, and multifamily projects in Las Vegas and the San Francisco Bay Area. In 1988 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 Harvard in 1954 and both a law degree and MBA at Berkeley. The importance of education was at the heart of his identity, and Lee endeavored to expand educational opportunities for others.

A generous donor to Haas and Berkeley (among many other organizations), he also supported the business school at the University of Nevada, Las Vegas, which was renamed the Lee Business School in 2011 in his honor.

In 2012, he was the first recipient of the Alumnus of the Year Award presented by the Las Vegas Chapter of the Berkeley Haas Alumni Network.

View a video of his memorial service: [haas.org/ted-lee](https://haas.org/ted-lee).

## IN MEMORIAM LIST

**Phyllis Hudson**, BS 41  
**Walter Joe**, BS 43  
**John Emery**, BS 48  
**Paul Witmer**, BS 48  
**Mervin Fahn**, BS 49  
**Charles Grant**, BS 50  
**Charles Morse**, BS 50  
**Donald Dodson**, BS 51, MBA 53  
**Ralph Nishimi**, BS 51  
**Peter Schabarum**, BS 51  
**Douglas Vernon**, BS 51  
**Melvin Siegel**, MBA 52  
**Russell Bigelow**, BS 53  
**Jerome Lustig**, BS 53  
**Stuart Seiler**, BS 55  
**Richard Wozth**, MBA 55  
**Betty Cropper**, BS 56  
**Robert Cannon**, BS 57, MBA 58  
**John Erickson**, BS 57  
**Ismail Ghazalah**, BS 57  
**John Delucchi**, BS 59  
**William Engs**, MBA 59  
**Gary Kimmel**, BS 59  
**Earl Reeve**, BS 59  
**Frank Moller**, BS 60  
**Masaaki Kobayashi**, BS 61  
**William Scott**, MBA 62  
**Donald Ovadenko**, MBA 63  
**Gregory Spreen**, BS 65  
**Peter Duisenberg**, BS 66  
**James Rumsa**, MBA 67  
**David Shields**, BS 68  
**John Parziale**, MBA 69  
**James Brunetti**, BS 70  
**Michael Barbitta**, MBA 72  
**William Dittoe**, BS 76, MBA 81  
**Lawrence Oesterich**, MBA 83  
**Timothy Johnston**, MS 90, PHD 93  
**Mayra Addison**, MBA 92  
**David DeVoe**, MBA 04  
**Zachary Carper**, BS 16  
**Alford Ashuckian**, Friend  
**Janet Emmerich**, Friend  
**Barbara Mattson**, Friend  
**Doris Young**, Friend





HOW ARE YOU  
LIVING OUT  
OUR DEFINING  
LEADERSHIP  
PRINCIPLES?



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**VANESSA MORRISON**  
President of streaming,  
Walt Disney Studios  
Jan. 26, 2022

**WORLDWIDE  
BIG GIVE**  
March 10, 2022

**BERKELEY  
15TH ANNUAL  
HAAS HEALTHCARE  
CONFERENCE**  
March 11, 2022

**MAKEUP COMMENCEMENT  
FOR FT MBA CLASSES OF  
2020 & 2021**  
April 29, 2022

**MBA REUNION WEEKEND**  
April 29–  
May 1, 2022

**ALUMNI CONFERENCE**  
April 30, 2022

For the  
spring 2022  
semester, UC  
Berkeley is  
planning on  
returning to  
mostly normal  
in-person  
operations  
and course  
offerings on  
campus.

PHOTO: GENEVIEVE SHIFFRIN  
FACING PAGE PHOTO: JASON DOTY

## FOUNDERS BEGIN



Here  
Navigate  
Berkeley's  
entrepreneurial  
ecosystem via  
the Berkeley  
Gateway to  
Innovation  
(BEQIN), your  
portal to  
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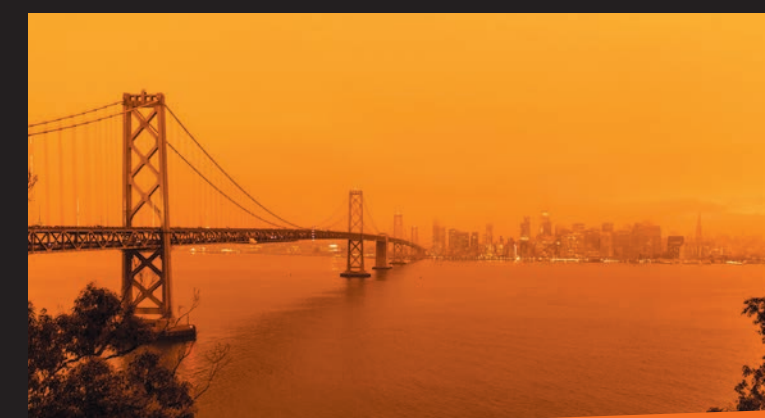
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## ENERGY IS A HOT TOPIC

WILDFIRES, CLIMATE CHANGE, ELECTRICITY RATES

News outlets turn to Haas experts to make  
sense of it all. Stay informed on issues  
affecting California, the nation, and the globe.

**READ OUR ENERGY INSTITUTE'S BLOG**  
[energyathaas.wordpress.com](https://energyathaas.wordpress.com)



# Revolution Foods

*The Haas alumnae feeding America*



**2006**

Though attracting capital is difficult because of its untraditional social enterprise business model, Revolution Foods launches with ~\$500,000 from angel investors 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 32 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 pilots nutritious packaged meals in supermarkets. One percent of retail sales is donated to schools to ensure they’re equipped to serve fresh meals.

**2018**

End of pilot selling refrigerated meal kits at retailers.

**2019**

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

**MAY 2020**

Amid school closures, Revolution Foods **PIVOTS TO CREATE 15 MILLION GRAB-AND-GO MEALS** (including shelf-stable offerings) for families, seniors, and homeless shelters during the pandemic’s early days. Nonprofit and hunger-relief partners help distribute the food.



**2015**

Annual revenues are ~\$100 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.



**2021**

Serving **76 MILLION PANDEMIC MEALS** again lands Revolution Foods on *Fast Company*’s **MOST INNOVATIVE COMPANIES** list (also 2012 & 2015). It converts to a Public Benefit Corporation, deepening its social mission while remaining for-profit. A new \$60 million in funding will allow expansion.

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

4/29-5/01 2022  
**RE  
UNION  
WEEK  
END**



Next spring we will host the Berkeley Haas MBA Reunion Weekend for the following classes\*: 1977, 1982, 1987, 1992, 1997, 2002, 2007, 2012, 2017, 2021 and EMBA 2020.

Relive the best of your MBA experience over one amazing weekend—connect with classmates, listen to thought-provoking lectures, meet up with old friends, and experience the ever-changing UC Berkeley campus.

\*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](https://haas.berkeley.edu/reunion)  
**#haasreunion #haasalumni**



**BerkeleyHaas**





## 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.

## 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.

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is the second zero waste building at Haas.