Degree of Freedom
Ned Speiker's gift transforms undergrad program

Plus:
LEADERSHIP LESSONS FROM UKRAINE P. 12
BUSINESS SKILLS REFRESH P. 24
The metaverse—essentially a 3D version of the internet in which users can interact digitally within an environment and with other users—is a hot topic, but what are its use cases? Gaming is the most obvious and frequently mentioned. However, as technologies progress, the metaverse will definitely bring more to our future generations.

The Takeaway

Metaverse technologies have the potential to drive innovation in four main areas, says Jane Lu, MBA 22: education, workplaces, entertainment, and creation.
My research partner, Andrea Chang, MBA 22, and I began offering insights into the metaverse while at Haas. We continue to share our personal perspectives via our blog (metaresearch.substack.com). Essays are the four major areas that we believe the metaverse will bring innovations to.

EDUCATION: Teaching Tacit Knowledge
During the pandemic, remote education proved to be a workable way for students to acquire knowledge. However, the experience that physical schools provide is hard to replace. Many students still want a physical location in which to interact, conduct experiments, or even see things with their own eyes. Though textbooks, websites, and Zoom calls are enough for students to learn explicit knowledge, for tacit knowledge, students need a better channel.

The metaverse can bridge the learning experience between digital and physical settings, giving teachers a powerful tool to transfer both explicit and tacit knowledge. With virtual reality, kids can travel to Egypt and explore the pyramids while learning historical facts, or they can join a court session to practice debate skills.

WORKPLACE: Capabilities and Productivity Improvement
Human abilities can significantly increase if knowledge of the virtual world seamlessly connects with the physical world. In the office, the metaverse can increase productivity. Augmented reality glasses can help people find their next meeting, check someone’s LinkedIn profile while talking to them, and access documents quickly. Platforms such as Spatial, Microsoft Mesh, and Horizon Workrooms allow team members from different regions to feel one another’s presence and collaborate smoothly.

With AR glasses, specialists can perform complicated tasks more accurately and efficiently. In 2016, Microsoft demonstrated how 24,000 elevator service technicians could use HoloLens to identify problems ahead of a job and have remote, hands-free access to technical information when on site. Last year, Johns Hopkins surgeons performed AR surgeries on living patients, aided by projected images of a patient’s internal anatomy from CT scans.

ENTERTAINMENT: Bringing “Experience Equity” to the Public
While the internet brings knowledge equity to its users, the metaverse will offer “experience equity” to future generations, making once exclusive experiences available to everyone.

For people with limited capital or physical abilities, the metaverse can provide access to activities and places they cannot experience in the physical world. Patients who are unable to leave the hospital can go hiking with their friends. Young people who do not own a house can join parties at fancy apartments on metaverse platforms.

For people with limited personal space in the physical world, the metaverse offers a spacious land in which to breathe and relax. Students in a dorm, residents in a crowded city, or kids sharing a room with siblings can find and even create a space that belongs to them. And activities can happen anywhere. Users can exercise on volcanoes, have parties on Mars, and sing in the deep ocean.

CREATION: Unleashing Creativity
The metaverse gives creators better tools to create art and assets to express their imaginations. Architecture, for example, can use virtual reality to focus on digital twin technologies to design a house from a user’s perspective.

With the creator-economy functionalities like NFTs (non-fungible tokens) that the metaverse may provide, general users can monetize their work easily. The entry barrier to becoming a creator is low. People with limited personal space in the physical world, the metaverse offers a spacious land in which to breathe and relax. Students in a dorm, residents in a crowded city, or kids sharing a room with siblings can find and even create a space that belongs to them. And activities can happen anywhere. Users can exercise on volcanoes, have parties on Mars, and sing in the deep ocean.

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Power Plays
Who flirts to get ahead at work?

BY KIM GIRARD

The stereotype of the female secretary who hikes up her skirt to get a promotion is as pervasive as the powerful male boss who makes passes at his underlings. But a new study unpends both tropes with evidence that it’s actually men in lower-power positions who are most likely to flirt, use sexual innuendo, and even harass female bosses for personal gain at work.

The study was conducted with participants who overwhelmingly identified as heterosexual.

"In fact, we found that it's "charming flirts" with "sex appeal" who initiate social sexual behavior to appear more powerful. They then rationalize the behavior, saying they’re just being "big flirts."

Rates of social sexual behavior might vary by sexual orientation, an issue that was not explored as the study was conducted. That said, the research concludes that being a flirt—or seeing oneself as a flirt—is predictive of social sexual behavior, including flirting, innuendo, and harassment. Not only are men more likely to flirt, notes Kray, the faculty director of the Center for Equity, Gender, and Leadership. "Did you also do not imply that people in powerful positions are unlikely to be sexual harassers, she cautioned.

Rather, the research concludes that being a flirt—or seeing oneself as a flirt—is predictive of a whole class of behaviors. "Some of the behaviors fall on the relatively benign end of the scale, and some are really quite offensive and most people would recognize as harassment."

Kray suggests that corporate sexual harassment training might include asking people to reflect on social sexual behavior and how it can drive an increase in workplace social dynamics. "We’re looking forward to what the next 50 years will bring for the program and our students."

The Takeaway
Men in lower-power positions describing themselves as “charming flirts” with “sex appeal” are most likely to initiate social sexual behavior, including flirting, innuendo, and harassment, to appear more powerful.

The Evolution of the EW MBA Program at Haas

As globalization began giving American businesses a run for their money in the early 1970s, international business expert and then-Dean Richard Holton (below right) began working with faculty to better train new leaders. "Strong competition from Japanese companies started to wake people up," says Jay Stowsky, senior assistant dean of instruction from 2009 to 2022.

This led to the creation of a new kind of MBA program that would allow business leaders to earn the degree outside of their daily work schedules. In 1972, Berkeley’s business school launched its first part-time program, called the San Francisco Evening Program (SF MBA), in San Francisco. It was one of the first of its kind nationwide and the first within the UC system.

The program, now called the Berkeley Haas Evening & Weekend MBA Program, is celebrating its 50th year. It consistently ranks in the top two in the Wall Street Journal Report ranking of part-time MBA programs. Recently, Haas added a flex cohort to the program, allowing working professionals to take core courses online with the option to complete electives on campus. “The part-time program has truly opened the door to complete electives on campus. The program to campus. In response to student demand to be closer to U.C Berkeley, the school moves the program to campus.”

1972
The San Francisco Evening Program (SF MBA) launches in downtown San Francisco in the Wells Fargo Training Center at Sansome and Clay Streets with 80 students.

1975
The program grows to 229 students—most in their mid-20s to late 40s with five years average work experience—enrolled in 17 courses, many taught by professors with broad practical experience.

1981
The MBA moves into bigger digs at 555 Golden Gate Avenue, named for Hastings College of the Law. After a five-year funding debate, the insolvency and the Regents agree to offset state funding challenges by accepting a supplemental student fee, signaling the program would remain a permanent offering.

1989
Increased costs force another move, this time to a central building in the UN Plaza/Civic Center area.

1995
In response to student demand to be closer to U.C Berkeley, the school moves the program to campus.

2002
A weekend option, the “weekend of second Dean Laura Tyson, is added to the program entitled the Campus and Weekend Program.

2021
Haas announces a new Face cohort, a hybrid online/on-campus MBA.

2022
Haas starts its first cohort with 70 students, many of them interna- tional. Overall, 34% of the students are women and 22% are people of color, outside the Bay Area. Nearly 50% are women.

Connections
Among the more than 6,000 living graduates of the EW MBA program are Adobe CEO Shantanu Narayen, MBA ’91; Apple’s Managing Director of Greater China, Isabel Mohe, MBA 08; and Poshmark CEO Manish Chandra, MBA ’91.

50 and Fabulous
The EWMBA program celebrates a trailblazing half-century

BY ANDREW FAUGHT
As investors pay increasing attention to companies’ track records on environmental, social, and governance issues, trillions of dollars have flowed into the ESG investing industry.

Assets in so-called ESG funds have risen 38% globally in the past year alone, to $2.7 trillion by the end of March, according to Morningstar Direct. While Europe still dominates with 62% of the market, many countries have promised investors an ROI aligned with their values.

For the sake of goodness

Alan Ross, a longtime Haas distinguished teaching fellow and lecturer, wants to celebrate and inspire kindness. So he’s giving away $1,000 every month to a Berkeley community member for a simple act of goodness. The initiative, called the Chris Kindness Award after a beloved preschool teacher who died of cancer, encourages nominations of benevolent gestures of any size.

Nominations include a teacher who meets regularly with a former student who has few friends and a man who assisted a car-crash victim when no one else would stop, even staying to serve as a translator.

The Takeaway
When it comes to ESG investing, there’s a real demand for data that’s verifiable and audited. For consistent, comparable information that can impact a reasonable investor’s decision-making.
The “right-to-repair” movement scored a major victory in June when New York state passed the first law requiring companies that make digital electronic products to give the public access to repair instructions, tools, and parts.

The goal was to make it easier and cheaper for consumers to fix their gadgets and to break manufacturers’ monopolies on the repair market, allowing independent repair shops to compete. Yet despite a groundswell of support from consumer and environmental groups, right-to-repair laws may have unintended consequences, according to Haas research co-authored by Assistant Professor Luyi Yang and appearing in Management Science.

The result could be higher prices, more e-waste, or the appeal of repair. “Motivating more consumers to use old, energy-inefficient products that are expensive to produce, a continual price cut would eventually leave the profit margin too thin. If independent repair was widely available, products would have a longer lifespan, making them more valuable. Manufacturers would be incentivized to raise new product prices, which hurts consumers. Easier repair could also lead more consumers to use old, energy-efficient products, resulting in a higher environmental impact, especially with cars, trucks, refrigerators, or other major appliances. Well-intentioned policy makers should not make assumptions about who will benefit from right-to-repair laws,” Yang says. Instead, legislators should examine specific product categories, including their production cost and environmental impact, and avoid sweeping, one-size-fits-all policies.

Conversely, for manufacturers of higher-end products that are expensive to produce, a continual price cut would eventually leave the profit margin too thin. If independent repair was widely available, products would have a longer lifespan, making them more valuable. Manufacturers would be incentivized to raise new product prices, which hurts consumers. Easier repair could also lead more consumers to use old, energy-efficient products, resulting in a higher environmental impact, especially with cars, trucks, refrigerators, or other major appliances.

Well-intentioned policy makers should not make assumptions about who will benefit from right-to-repair laws, Yang says. Instead, legislators should examine specific product categories, including their production cost and environmental impact, and avoid sweeping, one-size-fits-all policies.
Standing in a long line to cross back into Slovakia from Western Ukraine last April, Andy Kurtzig, BS 94, felt his heart racing. Air raid sirens were blaring a bleak message through the night: “Take cover now, missiles on their way toward you!”

Although the heaviest fighting in Russia’s invasion of Ukraine was concentrated a thousand miles away in the eastern part of the country, Russian long-range missiles had also targeted the western city of Lviv, 170 miles north of where Kurtzig waited at the border. With no place to take cover, he knew he was within range. And the Russians had reason to feel vengeful: A day prior, Ukraine had sunk the Moskva, a guided-missile cruiser considered the flagship of Russia’s Black Sea fleet.

It was exactly the type of situation Kurtzig’s parents and brother feared when they first heard that the JustAnswer.com CEO, together with his wife, Sara, and their children, planned to spend spring break visiting refugee camps just outside the Ukrainian border. Kurtzig would also cross into Ukraine to distribute relief supplies. “Our family and friends thought we were crazy, especially going
Kurtzig’s message to business leaders is that supporting—or even establishing—a Ukrainian workforce is more critical than ever. JustAnswer now has 302 employees in Ukraine, up from 252 when the war started, and they continue to hire.

In addition to the medical and safety supplies distributed by the family in Michalovce were nearly a thousand notes of encouragement, written by American schoolchildren for their Ukrainian counterparts. “Thanks to Google Translate, a lot of them were written in Ukrainian and back to us. It was really heartwarming to share these positive messages of hope.”

Following a blueprint
In any crisis, advance planning makes a difference. In the case of JustAnswer, preparations for 2022 began in 2014, during Ukraine’s Maidan Revolu-
tion. That year, then-President Viktor Yanukovych declined to sign an agreement to ally the country more closely with the European Union, kicking off mass public protests that the pro-Russian leader met with harsh crackdowns against his own citizens. Russia sent military support into the southeastern part of Ukraine to back Yana

Packaging for war
The Kurtzig family already had a track record of successful fundraising and organizing in support of a cure for Type 1 diabetes, which daughter Jamie has. Putting those skills to work, they quickly established a fundraising effort for Ukrainian relief via their Arizae Foundation, raising almost $600,000 to date. The $500,000 has funded the creation of shelters, delivered medical supplies, and equipped Lviv city officials with security cam-
eras and Starlink devices, which provide high-speed Internet coverage where traditional connec-
tions are unstable or unavailable. Together with a group of local tech companies and universities in Ukraine and the Ukrainian military, Kurtzig is also lending support to develop an air defense system, called “Sky Project,” that’s equivalent to Israel’s “Iron Dome” to repel Russian airstrikes.

But the family wanted to do even more. To prepare for their trip to Western Ukraine, Kurtzig began sourcing his employees’ wish list of items, to be stashed in eight checked bags for their April journey. “We packed body armor, drones, night-vision goggles, and rangefinders,” says Kurtzig.

Where does a California tech CEO shop for war supplies, you might ask? Amazon.

After journeying to Budapest, Kurtzig and his family met with JustAnswer employee Yevhen Shypyr, who had managed to relocate there before the Ukrainian government barred men aged 18 to 60 from leaving the country. A Type 1 diabetic, his status as a war refugee in Hungary meant unpre-
dictable access to life-saving insulin. Using donated supplies, Kurtzig upgraded him to an automated insulin delivery system called an artificial pancreas—the same wireless, advanced device Jamie uses for management of blood glucose levels.

From Budapest, the Kurtzigs traveled by rental car into Slovakia, destined for the refugee camp at Michalovce, near the border with Ukraine. Expecting camps overflowing with refugees, the Kurtzigs learned that these border sites are mainly pro-
cessing centers, where refugees spend only a few days before heading to relatives or points west. Since most Ukrainian men can’t or won’t leave their home country, the camp population was almost entirely women and children. Seeing those exhausted mothers and children walking across the border with their suitcases, having already traveled over a thousand miles via various modes of transportation, brought home the war’s grim reality for Kurtzig. “And their travels weren’t done yet,” he says.

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Kurtzig’s colleague set up his artificial pancreas. Family friend Dr. Rayhan Lal, BS 06 (electrical engineering and computer science), provided virtual medical guidance via a 3 a.m. WhatsApp call as Kurtzig’s father suffered a heart attack during the journey. “Iron Dome” to repel Russian airstrike.

“Before we could even get to Lviv, Kurtzig says. “We packed body armor, drones, night-vision goggles, and rangefinders,” says Kurtzig. After journeying to Budapest, Kurtzig and his family met with JustAnswer employee Yevhen Shypyr, who had managed to relocate there before the Ukrainian government barred men aged 18 to 60 from leaving the country. A Type 1 diabetic, his status as a war refugee in Hungary meant unpredictable access to life-saving insulin. Using donated supplies, Kurtzig upgraded him to an automated insulin delivery system called an artificial pancreas—the same wireless, advanced device Jamie uses for management of blood glucose levels.

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Since the trip, the charitable organization Kurtzig and his wife, called the Arizae Foundation, has pivoted to finance more supplies for food kitchens and refugee centers within Ukraine as well as to facilitate the creation of a newly opened national mental health center.

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Kurtzig also texted him a letter secured with the help of employees who’d volunteered or been drafted into the Ukrainian army to alleviate any skepticism about his intent. The impressive document, sent by the Commander of the 24th Mechanized Brigade and printed on cardstock overlaid with images of rolling tanks, attested to Kurtzig’s good intentions.

“The border agents needed to make sure I wasn’t a Russian spy bringing these things in for nefarious purposes,” says Kurtzig. “My U.S. passport would look suspicious, since they don’t see many Americans going into Ukraine.” After three hours, he was cleared to enter the country.

Kurtzig and Semen then headed to the JustAnswer office in Uzhhorod, 25 miles away, closely monitoring the news for missile strikes. While the countryside looked mostly the same, Kurtzig was struck by the crowds of refugees that had swelled the city of 115,000 by an estimated third. When they arrived at the office, they were greeted by 50 employees. “It was overwhelming,” says Kurtzig, recounting the many times the panic of employees plans to return. “There were tears, there was joy, and I was just delighted to see and hug everyone for the first time since 2019.”

Meanwhile, the JustAnswer team sorted supplies for distribution to a diabetes center, to medical clinics, and to their military connections. “The border agents needed to make sure I wasn’t someone evil plans to return,” Kurtzig says. “They’re stuck in Western Ukrainian cities and have been for months.”

“Economies win wars,” Kurtzig says. “Israel is a good example; they’ve built up their economy, and it has funded their ability to defend themselves against Russian aggression.”

The last stop of Kurtzig’s visit was a refugee camp in the city center of Uzhhorod, to distribute a truckload of groceries and other supplies purchased locally. Unlike the border camp, the urban refugee center was overflowing. “It’s largely men and the women and children who didn’t want to leave their husbands or fathers behind,” Kurtzig says. “They’re stuck in Western Ukrainian cities and have been for months.”

Since the trip, the Arizae Foundation has pivoted to finance more supplies for food kitchens and refugee centers within Ukraine, as well as to fund the creation of a just-opened national mental health center that provides free therapy and counseling treatment for Ukrainian citizens and soldiers suffering from PTSD and other stress- and trauma-related conditions.

Kurtzig returned to the city of Lviv this fall to help unveil the center with the mayor and other key officials. During this trip, he also brought 11 drones JustAnswer is donating to the war effort, commemorating the number of years the company has had a presence in the country. In addition, JustAnswer and Arizae are making a sizable donation to a program that’s establishing a training school for drone pilots, a measure designed to reduce the cost of living by providing valuable devices to Ukraine troops.

Providing support

Back in 2020, an estimated one in five Fortune 500 companies had remote development teams working out of Ukraine, taking advantage of the country’s highly skilled workforce. Kurtzig’s message to business leaders is that supporting—or even establishing—a Ukrainian workforce is more critical than ever. JustAnswer now has 302 employees in Ukraine, up from 252 when the war started, and they continue to hire.

“Economies win wars,” Kurtzig says. “Israel is a good example; they’ve built up their economy, and it has funded their ability to defend themselves against Russian aggression.”

Russia can outspend Ukraine militarily, but “Ukraine has the advantage with a strong domestic economy propelling them,” Kurtzig’s message to his employees is simple: “We’re committed to Ukraine and to our people.” He adds, “We’re not going to exit Ukraine. Full stop.”

For as long as he is able, Kurtzig’s pledge to his employees is simple: “We’re committed to Ukraine and to our people,” he says. “We’re not going to exit Ukraine. Full stop.”

According to Statista Research Department, more than 8 million border crossings from Ukraine to other countries were recorded as of September 2022. Most of the refugees have fled to Poland.
With the biggest gift in Haas’ history, real estate legend Ned Spieker, BS 66, has transformed the undergraduate experience for generations to come.

BY MICHAEL BLANDING
Photos by Vance Jacobs
“Time Warren ‘Ned’ Spieker Jr., BS 66, reached his senior year at Cal, he was eager to start his post-collegiate life. He had already met his future wife, Carol Sweeney, and together they were planning their future. Though he could have stayed another year to earn an MBA—then a one-year program for business undergrads—he felt prepared by his undergraduate business degree. “I felt that I had enough basic foundation,” he says. “I was very motivated to get into the business world.”

That’s where fate intervened with a job offer. As president of a nearly broke fraternity, Spieker cold-called organizations to see if they’d be interested in renting the house over the summer. He hit paydirt with a newly formed government organization called the Peace Corps that was willing not only to rent out the house, but also to hire some of his fraternity brothers to clean and serve food and to pay Spieker an administrative salary on the side. “It was a win-win all around,” he says. “When time is so valuable, I wanted to try and make it as efficient as possible for young business students to get out into the world,” Spieker says, “and to give hundreds more students at Cal the opportunity to jumpstart their careers in a meaningful way.”

Easing the pressure
Emma Hayes Dafty, assistant dean of undergraduate programs at Haas, considers the gift an unprecedented opportunity. Currently, students interested in business spend their first two years at Berkeley preparing to apply to Haas for their junior year—and enrollment is by no means guaranteed. Just 33% of applicants are accepted into the program. “There’s a tremendous amount of pressure, as they are laser-focused on completing the prerequisites and getting into the program,” Hayes Dafty says. Once accepted, the pressure then switches to making the most of the two years they have, to take the required courses and land the ideal internship to launch them into their preferred career. “They feel this sense of urgency that they have only two years; they have to get into the workforce.”

With the four-year program, he hopes that students feel a part of the Haas community from the moment they step onto campus, creating more camaraderie among the cohort. “More time in the program will allow our students to create deeper connections with each other and with the larger Haas community. We have amazing students and alumni. We want our students to better understand the power of connecting with their fellow students and our alumni community and to make strategic connections that will guide their academic and career choices.”

Adding to the necessity, many firms are now hiring for summer internships before Berkeley students even know if they are accepted into Haas. Stephen Etrt, BS 83, MBA 89, a founding partner at Greyrock Capital Group and longtime lecturer in finance at Haas, says the uncertainty surrounding the business major could be driving prospective students away from the school altogether. “Many top high school students are going to other high-ranking undergraduate programs around the country where they are assured admission as freshmen,” he says.

Etrt, who has served on the Haas School Board and as a UC Berkeley Foundation trustee, made a personal investment in the new undergraduate program, specifically dedicated to recruiting candidates from underrepresented communities. “The only way we’re going to have diverse senior leadership in American businesses is if we are producing a diverse set of graduates,” says Etrt. “Ideally we would have a student body reflective of society.”

Learning balance
Providing opportunities to high-performing students who may be facing financial difficulties is an important part of the Spieker Undergraduate Business Program. Spieker himself faced his own challenges affording his education. The son of a used-car dealer, Spieker grew up in Atherton before it became part of Silicon Valley. He and his father didn’t always see eye-to-eye, and his parents refused to pay for his college. Spieker worked multiple jobs—as a swimming coach, recreational club manager, and delivery person—in addition to keeping up his grades, playing on the water polo team, and helping run his fraternity.

Juggling so many responsibilities taught him the self-discipline that has been the hallmark of his busi-
“More time in the program will allow our students to create deeper connections with each other and with the larger Haas community....We want our students to...make strategic connections that will guide their academic and career choices.”—EMMA HAYES DAFTARY

company’s West Coast operation but insisted that he only develop real estate projects in places that he could fly to and back from during the day, so he could return home to his family by dinner—even if he had to leave at 4 a.m. to get back by 7 p.m. “To have a wife of 55 years and four children and 15 grandchildren is my greatest accomplishment,” Spieker says. “It’s all about setting priorities, and my priority has always been my wife and children.”

The newly named M.E.T. program isn’t the only way in which Spieker has brought positive change to Haas. In addition to serving on the Haas School Board, he’s also been an active member of the policy advisory board for the Fisher Center for Real Estate & Urban Economics, regularly speaking on campus and mentoring students. The Spiekers’ philanthropic support is evident across campus, recently helping build Haas’ Chou Hall.

Spieker Forum, on the building’s top floor, is named for the couple. Spieker actually served as an advisor to the project, helping convince the administration to expand the original plans to maximize the footprint while also reducing costs in design and construction.

Expanding and innovating

Haas had been looking to expand the undergraduate program for over a decade, as students and alumni have expressed a desire for a longer curriculum and as peer business schools such as the University of Pennsylvania’s Wharton School, New York University’s Stern School, and the University of Michigan’s Ross School of Business offer four-year programs. The first steps came with the 2017 launch of the Management, Entrepreneurship, & Technology (M.E.T.) Program, which allows students to earn both business and engineering degrees in four years.

“It stood out to us as obvious that Berkeley was a place where students should know they could be entrepreneurs,” says Erika Walker, Haas’ senior assistant dean of instruction and former head of the undergraduate program. “With a top business program and a top engineering program, it just made sense to marry the two.”

Students responded enthusiastically to the M.E.T. program, relishing the ability to take business courses their first year as they simultaneously learned to engineer products and services. Building on that success, the following year Berkeley welcomed the first cohort for a new Global Management Program (GMP), a four-year, international business program that kicks off with a semester in London followed by training in management, culture, and language and a later optional semester abroad. Students earn a BS with a concentration in global management—the only concentration offered in the business major. Other recent innovations at Haas include the two-year (soon to be four-year) Robinson Life Science, Business, and Entrepreneurship program, which allows students to simultaneously earn a degree in business and molecular and cell biology, and the Summer Minor in Sustainable Food and Policy, a collaboration with the Department of Agricultural and Resource Economics focused on green business development.

While all of these programs expanded opportunities for students, they serve a relatively small number of undergraduates. Given Spieker’s generous past support of Haas and his own positive experience with the undergrad program, Dean Ann Harrison approached him about funding the undergraduate program’s transformation. Spieker responded enthusiastically from the beginning. “Ned has been such a valued thought partner and mentor to me and to deans before me,” Harrison says. “We are so thrilled that he and Carol have made a commitment to Haas toward building the next generation of business leaders.”

The $30 million gift will support a range of new programs, services, and scholarships. The aforementioned Spieker Scholars Program will cover tuition and housing for up to four students each year, providing them with a stipend for professional development, to attend conferences or seek a business idea. Additionally, the gift will fund scholarships that will go toward decreasing students’ unmet financial need—the amount that students have to borrow and pay back—in order to remove the financial barriers for incoming students. The gift will also help improve the student experience with curricular programs to integrate students into the Haas community, set them up for academic success, and develop their leadership skills. Students will explore career pathways through strategic networking and internships.

The technology improvements to Chert Hall classrooms will be comparable to those in the recently built Chou Hall, with audio-visual components for virtual and hybrid teaching. The school is discussing the development of a new capstone program, which will connect undergrad business majors with a Bay Area nonprofit to use their skills to consult on a real-world project with community impact. “It’s one of the things I am most excited about,” says Hayes Dafty. “No matter what sector our students go on to work in, we really want them to recognize that what they’re learning here will continue to make a positive social impact. Going beyond yourself is one of Haas’ core values, and we want to include experiential learning opportunities in the curriculum that allow students to practice this.”

As students strive toward that goal, they’ll be guided by the example of Ned Spieker: A leader who both achieved enormous success in his field and created opportunities for others to succeed as well. }
OUTSIDE OF THE BOX
Stay on top of your business game with the latest from Haas classrooms.

BY KIM GIRARD
WHETHER YOU GRADUATED FIVE YEARS OR 25 YEARS AGO, business and leadership are evolving fields, and classes at Berkeley Haas are constantly updated or created to address the skills and knowledge needed in today’s workplaces. Here, we bring you insights from some of our newest MBA classes with resources for staying on top of the trends.

LEADING DIVERSE TEAMS
Business Communication in Diverse Work Environments, a new core class taught by a team of Haas professors, offers a variety of expertise. New Assistant Professor Sä-kiera Tiara Jolynn Hudson, who will begin teaching the course this spring, says the class aims to provide the tools to analyze, reason, and acknowledge other perspectives, so leaders can problem-solve identity dynamics within their own organizations. “A person might notice that only a select few in their group are speaking up,” she says. “Before immediately assuming a lack of competence, we hope for people to first analyze the power dynamics within the group related to gender, race, political orientation, etc.” Here are three pieces of advice from the class.

End groupthink
This requires a change of mindset from knowing what you’re going to say in a meeting to beginning with an open mind and asking questions. To show students the irrational side of groupthink, Professor Laura Kray runs a hiring simulation, asking students to consider three female job candidates. Kray found that students usually pick an inferior candidate because the group focuses on one thing they agree on, such as where the candidate went to school, and ignores the negative information about that candidate. “You spend the majority of your meeting talking about what you already know,” Kray says. “It’s a phenomenon that happens in groups and you have to be systematic to overcome it.”

Consider inequalities inside—and outside—of organizations
Professor Sameer Srivastava stresses the power that people have to dismantle structural barriers in the workplace and in the communities where they work. He teaches a case study of West Side United (haas.org/west-side)—a consortium of hospitals in Chicago that’s trying to address the stark gap in life expectancies among residents in the city’s different neighborhoods by working closely with community leaders.

Understand implicit bias
Implicit bias applies to the assumptions we make about people based on race, ethnicity, age, gender, LGBTQ+ identity, and ability. We are all capable of changing our biases once we understand how they affect our judgments, decisions, and behavior at work, says Asso. Prof. Dana Carney. “We’re in a new time where people might not look like what they identify as,” she says. “When you don’t know, ask.”
THE DATA INSURGENCE
Understanding data used to be for quants. Today, it’s critical to most every job, says Assoc. Prof. Jonathan Kolstad, who designed his MBA core class, Data Analytics, to make information understandable to business students. He offers the following tips for staying ahead of the game.

Cut through the AI hype
Dive deeper into machine learning and artificial intelligence to learn where it works and when it’s useful.

Conduct natural experiments at work
Kolstad calls these “the workhorse tools of a data-driven organization.” These experiments can be used in real time to understand how changing products, pricing, or other variables will impact profits.

“‘I’m coaching people to sharpen, curate, and focus their information so an audience can act on their message.’”

Consider learning either the Python or R programming language
Used for statistical computing and graphics, both aid understanding of and using data and can be learned in many online classes, Kolstad says.

PERSUASIVE COMMUNICATION
Continuing Lecturer Allison Bloomfield Meyer’s new core class Data-Driven Communication takes data to a new level by teaching students how to clearly make their point in every speech, meeting, pitch, interview, or event. “I’m coaching people to sharpen, curate, and focus their information so an audience can act on their message,” Meyer says. She encourages students to follow her three-pronged framework to develop skills:

Prepare
One of the most common leadership performance mistakes is insufficient preparation, Meyer says.

Perform
As you prepare, consider the following questions: How do you adapt when things go wrong during a presentation? How do you engage with your audience and tune in to how they’re reacting to your performance? How do you manage your own nerves when the stakes are high? Meyer recommends keeping a daily journal to articulate thoughts about presentations and determine what areas need work.

Reflect
After a presentation, take time to learn from the experience using both self-reflection and feedback from others, Meyer says. Look back at what happened, explore what was meaningful, and decide what you will do differently next time.

KOLSTAD’S PICKS for Data Savvy

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THE TAKEAWAY
Enhance your skills with the Berkeley Executive Leadership program, offered by Berkeley Executive Education. Learn more: executive.berkeley.edu/leadership.

MEYER’S PICKS for Clear Presentations

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This leads to working too hard during the presentation, which leads to reduced performance. Consider asking a trusted manager or peer for feedback before giving a presentation. Also consider in your planning what your audience cares about and how to visualize your points to get your ideas noticed.

Thinking Fast and Slow, by Daniel Kahneman

KOLSTAD’S PICKS
for Data Savvy

PREDICTION MACHINES: The Simple Economics of Artificial Intelligence
By Ajay Agarwal, Joshua Gans, and Avi Goldfarb

SELF-STUDY PYTHON RESOURCES
from the Berkeley School of Information
haas.org/python

STORYTELLING WITH DATA: A Data Visualization Guide for Business Professionals
By Cole Nussbaumer Knaflic

SLIDE:OLOGY: The Art and Science of Creating Great Presentations
By Nancy Duarte

DATA POINTS: Visualization that Means Something
By Nathan Yau

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Loren Taylor, MBA '05, spent two decades in the private sector before pursuing public service in his hometown of Oakland, California. He served on the city council for four years, giving up his seat to run for mayor in November's election.
Laura Parmer-Lohan, MBA 96, has been a member of Burlingame’s city council since 2015. Her current assignments focus on her expertise in affordable housing, green energy and sustainability, fiscal responsibility, pension management, and economic development. Below, Colson with Haas Professor Laura Tyson, who served as an economic advisor at the national and state levels.

“Just understanding the mechanics behind economic development, macroeconomics, microeconomics, accounting, and finance—these are things I use every day.”

Laura Parmer-Lohan, MBA 96 (below left), joined local politics in response to her son’s discouragement about climate change and the government’s seeming inability to do anything about it. Two teenage sons shared how discouraged they felt about climate change and the government’s seeming inability to do anything about it. Their disillusionment weighed on her.

“To have the next generation lacking confidence was deeply concerning,” says Parmer-Lohan. “My kids are my hope, and when I heard that they lacked hope, I wanted to figure out how I could lend my leadership skills to the community.” In 2017 she ran for and won a seat on the city council in her hometown of San Carlos, California. She’s since helped the city create a strong climate action plan with over 40 strategies to reduce greenhouse gas emissions and address the impacts of climate change.

The desire to find solutions to society’s biggest challenges is woven into the DNA of Haas alumni. And while most will leave their mark in the private sector, public service offers an ideal way to go beyond themselves.

From Private to Public

For the Haas alumni interviewed for this article, the transition to civic leadership was relatively seamless. Many of the skills that make for success in business are just as essential in government.

Donna Colson, MBA 94, who was elected to Burlingame’s city council in 2015—and who was the city’s mayor in 2019—says it was up to the city to step in—and it did. San Carlos was one of the first on the peninsula to allow outdoor dining. While a background in real estate and the realities of development provides a good preparation for public life, Charles “Chappie” Jones, MBA 90, the vice-mayor of San Jose through 2022, emphasizes that the public and private sectors are

And nowhere is the challenge of allocation of scarce resources more pronounced than in city government. “When you look at the impacts of homelessness as one example. ‘When you have a business that’s trying to thrive but folks who are unhoused sleeping on the streets around it, that has a negative impact for the business.’ Given this interconnectedness, he says, it’s in business leaders’ interests to look beyond the walls of their companies. It’s also in cities’ interests to support their businesses. When the pandemic first hit and restaurants everywhere were suffering, Parmer-Lohan says it was up to the city to step in—and it did.

“Having taken business school training taught me was to understand how you can make that positive difference. ‘It’s not about you or your ego. It’s about the community and how you can make that community better.’”

THINKING OF RUNNING FOR PUBLIC OFFICE? HERE’S SOME ADVICE.

Do it for the Right Reason

There’s only one good reason to run for public office, says Charles “Chappie” Jones, MBA 90: to make a positive difference. “It’s not about you or your ego. It’s about the community and how you can make that community better.”

Have Conversations

Talking to as many people as possible—friends, neighbors is key to understanding the expectations of the job and the needs of the community, says Laura Parmer-Lohan, MBA 96. “Talk to those who currently serve in public service or their supporters, and to the people who would benefit by you being elected,” she says.

Get Some Experience

Acquiring some exposure to government, a good idea, says Donna Colson, MBA 94. “There’s no one skill set or background that’s important if you’re volunteering with city staff or getting some sort of civic experience is helpful,” she says.

Toughen Up

Being thick skinned is essential for public life. “You have to be able to disappoint people,” says Colson. Jones agrees: “If you’re too sensitive or fragile, public life and politics is not the right career choice. It can be pretty rough and tumble, and you have to be able to take the arrows and keep moving.”

 Cultivate Persistence

Change happens slowly, says Colson. “I always tell people to have dog years, there are cat years, there are human years, there will be years where you are government years.”

Donna Colson, MBA 94, joined local politics in response to her son’s discouragement about climate change and the government’s seeming inability to do anything about it. Laura Parmer-Lohan, MBA 96, never imagined she’d run for political office. She was a successful marketing executive with her own consulting business. But the idea arose after her two teenage sons shared how discouraged they felt about climate change and the government’s seeming inability to do anything about it. Their disillusionment weighed on her.

“To have the next generation lacking confidence was deeply concerning,” says Parmer-Lohan. “My kids are my hope, and when I heard that they lacked hope, I wanted to figure out how I could lend my leadership skills to the community.” In 2017 she ran for and won a seat on the city council in her hometown of San Carlos, California. She’s since helped the city create a strong climate action plan with over 40 strategies to reduce greenhouse gas emissions and address the impacts of climate change.

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not the same. "A lot of people from the private sec-
tor think they can come into the public sector and run it like a business and get good outcomes. But the two are totally different," he says. "In the pri-
ivate sector, the goal is to either get market share or to make a profit and grow. But in the public sector, it's all about delivering services to your commu-
nity." That requires a different decision-making 
process, he says.

OTHER WAYS TO ENGAGE
At a time when democracy feels increasingly pre-
carious, some people are feeling a new pull toward 
greater civic engagement. Taylor says he’s seen 
increased attendance at Oakland city council meet-
ings. In part this has been aided by the pandemic, as meetings shifted from in-person to online. Still, he thinks the growing interest is real.

Attending city council meetings is just one of countless ways to become more civically engaged that don’t involve running for office. Taylor says the training and experiences acquired in business school and the corporate world can be applied at different scales and at varying levels of intensity and

CHOOSEING THE RIGHT TIME
California’s newly re-elected Lieutenant Gover-
nor Eleni Kounalakis, MBA 92, has made public 
service her legacy. Upon graduating from Haas, 
she moved to Sacramento and worked for the 
California Democratic Party before spending 18 years working for her family business. She then 
served as the U.S. ambassador to Hungary in the 
Obama administration before becoming the first 
woman elected lieutenant governor in California.

But she’s the first to recognize that not everyone 
will—or needs to—make public service a perma-
nent career in order to make a valuable contribu-
tion. In a work life that may span four decades or 
more, a period of public service might constitute 
a single chapter, and for some, getting involved in 
civic leadership makes sense after they’ve pur-
sued other passions. “There may come a time,” 
she says, “after you’ve accomplished certain things when you take a pause and ask, ‘Now, what will be meaningful to me?’ And at that point, mid-ca-

career or toward the end of your career, getting into service is a great option.”

Vice-Mayor Jones first considered going into 
public service as an undergraduate, when his 
role models were big-city mayors and politicians 
like Willie Brown, Andrew Young, and Maynard 
Jackson. But more than 20 years passed before he 
acted on the desire. And now, after eight years in 
office, he’s decided to leave city government. He 
says there are many reasons for his decision but 
among them is the growing polarization and ran-
cor he sees on a daily basis, which, he admits, take 
their toll. Yet he’s leaving office with no regrets. “I 
left the private sector, did my public service, and 
now it’s time to go to the next chapter of my life,” 
he says. “I feel blessed that I had the opportunity 
to serve and make a difference.”

Eleni Kounalakis, MBA 92, (left), was the first woman elected lieutenant governor in California. In March 2022 she became the first woman, in California history to sign a bill into law when she served as acting governor while Governor Gavin Newsom was out of the state. The legislation extended eviction protections.
Welcome Event for Incoming Chinese Students
Betty and Bak-Chan, MBA 79, the past president, GAA Chinese Chapter, hosted Haas alumni and incoming students at a reception in their home.

Event with Dean Harrison and Paul, David Teese
Students studying abroad in Haas Global Management Programs and alumni gathered at the event with Dean Dean Am Inoue (third from right) with Ashley Sanchin, BS 25, and Sanjana Mehta, Sofia Martin, Cindy Kwon, and Emily Nguyen, all BS 24.

Haas Community Dinner
Alumni and current students gathered at the City Club of San Francisco.

MBA Class of 2021 Outing
Classmates gathered to attend a Padres baseball game.

NYC Chapter Event with Asst. Prof. David Holtz
Tobias Niere, MBA 13; Tobias Niere, MBA 11, and Alex Pederson, MBA 12.

Berkeley Alumni Reunion & Freshmen Welcome
Patchanan Chalermchai, MBA 13, and Mathis Lohatepanont, BS 20 (political science).

Haas Chicanx Latinx Community Mixer
Giselle Garcia and Citlalli Ambrosio, both BS 23. Photo: Brittany Hosea-Small.

Women in Leadership Alumnae Dinner
Anita Bhagat, MBA 10; Mary Yee, BS 98; and Trinh Tran, BS 99.

Tulsi Chaturvedi Dinner
Harish Kripalani, MBA 02; and Senior Lecturer Paul Tiffany, PhD 14; and Grace Kong, BS 95.

Women in Leadership Alumnae Dinner
Abha Bhagat, MBA 10; Mary Yee, BS 98; and Trinh Tran, BS 99.

Week Zero Orientation
Lo Toney, MBA 97, founding managing partner of Plexo Capital, welcomes the Full-Time MBA Class of 2024. Photo: Jim Block.

Real Estate Event
Jake Kusmaa, MBA 19; and Hazel Zambrano, Julienne Kromer, and Tala Beigi, all BS 12.

HAA COMMUNITY PAGES

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The Big Question:
What are some ways (large or small) that you’ve adopted a sustainability mindset at work or at home?

The Answer:
“My company launched a nonprofit, SustainableIT.org, to empower technology executives to advance global sustainability. Our mission is to define sustainableIT, author best practices, set standards and certifications, provide education, and raise awareness for environmental and societal programs.”

—STEVEN CARBONE, BS ’87
CFO, DELPHIX CORP.

Steven Carbone, of Davis, Calif., notes, “Through my role as CFO at Delphix Corp., I am the founding treasurer of SustainableIT.org.”

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2001
Will Edmonson, of West Hollywood, Calif., notes, “In 2001, I continued a practice law, primarily handling litigation matters for individuals and small and mid-sized businesses. Before starting my own practice, I was a partner at Diller, Amiri & Ely LLP and an associate at Gibson, Dunn & Crutcher LLP. Previously, I served as a law clerk in the federal district court.”

2006
Carlos Montesinos, of Palm Alto, Calif., writes, “Happy to announce that I recently raised venture investment fund to acquire growing businesses from overseas.”

2010
Lillian Wang updates as follows: “After 35 years, I retired in April 2023.”

2012
Lillian Wang states, “I’m presently in the throes of contemplation. Do I move to Germany to enroll in a M.A. program in international media, or do I remain in California and try my luck forging a new path from here? Find out in next issue.”

2013
Mister Emel (Emel Ilkan) writes, “I’m presently in the United States and writing on a couple of my novels. My first one is a psychological thriller and the second one is a coming-of-age comedy. I’ve been living in San Francisco for the past three years and teaching English to students at the University of San Francisco. I’ve also been editing a short story collection that I hope to publish soon.”

2015
Lucky Sandhu updates as follows: “After 35 years, I retired in April 2023.”

2016
Frank Cooper III, BS 86, the chief marketing officer of Visa, was named to the Forbes World’s Most Influential CMOs of 2022 list. Cooper, who joined Visa in 1990, is a first-ever institutional investor at Visa. Cooper has pursued building a first-ever institutional model of investing in venture capital companies; importantly, we were able to exit 40% of the growth-stage portfolio by year six with balance portfolio now over 3x initial invested capital. This move drove me to launch my own firm in Silicon Valley with a focus on early-stage companies and a core belief that technology will drive social and environmental change. I have pursued building a first-ever institutional model of investing in venture capital companies; importantly, we were able to exit 40% of the growth-stage portfolio by year six with balance portfolio now over 3x initial invested capital. This move drove me to launch my own firm in Silicon Valley with a focus on early-stage companies and a core belief that technology will drive social and environmental change.

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2018
David Inchausti, of Ridgefield, Conn., updates: “After 35 years with the company, and four years as vice president and controller of Chevront Corporation, David Inchausti will retire in April 2023.”

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2020
Lillian Wang states, “I’m presently in the throes of contemplation. Do I move to Germany to enroll in a M.A. program in international media, or do I remain in California and try my luck forging a new path from here? Find out in next issue.”

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2050
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owners and entrepreneurs who are looking to pivot and want to leave their companies in good hands (amitzcapital.com). We specialize in health care, education, and B2B services. Creating my own investment fund was a dream since the time I applied to Haas, and I'm happy that dream has become a reality. Sending positive vibes to all the alumni there! Go Bears!

2008

Jason Zhu informs, “I lead game launch operations at Warner Bros. Games. We are working on exciting games like Harry Potter and Multiversus. I’m thankful to have the opportunity to delight millions of customers around the world.

“I moved out of SF to the suburbs of Silicon Valley. While working remotely, I enjoy spending time in my backyard. Definitely need to put more effort in landscaping.”

2009

Jenny (Jing) Zhang of Hong Kong, updates, "Joined Urban Land Institute in April 2022 as the director of ESG and decarbonization for the APAC region, where I lead programs and research efforts to help the APAC real estate sector accelerate the journey toward net zero.

“Volunteering for the Berkeley Frontier Fund (BFF, berkeleyfrontier.com), connecting alumni entrepreneurs with venture investors via the international alumni chapters.” Shown: Zhang (center) dining with Jacky Chan, the CFO of BFF, and Christopher Lee, MBA 95, members of the Bergery Library Board and BFF donation committee.

2010

Steven Lam, a founder of GOGOS (formerly CoCoVan), celebrated his company going public on the Hong Kong Stock Exchange in June.

2014

Clement Kao, of Santa Clara, Calif., informs, “I’m the founder of Product Teacher, a PM education company on a mission to make product management easier for everyone.”

2022

Mia Chiu, BS 04, earned a spot on the Silicon Valley Business Journal's 40 Under 40 Class of 2022 List. Chiu is vice president and general counsel at e-commerce company Rakuten Rewards, focusing on M&A. Last year she led the company’s acquisition of Australia-based Fillsr, an intelligent autofill service, which enabled Rakuten to increase conversion rates for its online merchant partners. Chiu was also named to the 2022 Lawyers on the Fast Track (under 40) list as part of the California Legal Awards.

The Answer:

“I try to have at least one plant-based meal a day. While meatless Mondays are great, aiming for one such meal daily roughly equates to three days per week with reduced carbon consumption.”

—SYDNEY KEND, BS 22

BUSINESS ARCHITECTURE INTEGRATION ANALYST, ACCENTURE

WENDY NGUYEN

BS 02

Co-Organizer, Stand with Asian Americans; CMO, Section4

San Francisco

BY MARK LAWTON

Wendy Nguyen, a first-generation Vietnamese American, was raised to give back to society. So when presented an opportunity to speak up against assaults on Asian Americans, she didn’t hesitate.

It was March 2021 and eight people, including six Asian women, had been murdered by a gunman in Atlanta. “The killings were a breaking point for the community,” Nguyen says.

Soon after, entrepreneurs Dave Lu and Justin Zhu sought her advice on how to promote a pledge they were writing to stop Asian American Pacific Islander hate crimes. Nguyen had been in marketing for some 14 years in the areas of social advocacy and health. Now, they asked her, could she bring attention to protecting and supporting members of the API community?

“We have to publish it in the New York Times,” Nguyen told them. The pledge was published on March 31. “We thought if we could get 300 people to sign this letter, we would have done well,” Nguyen says.

More than 8,000 people signed, from Door Dash drivers to former President George W. Bush. It was the start of Stand with Asian Americans.

Since then, SwAA has raised over $1 million and made grants to more than eight nonprofits. One recipient held a contest to design the best API hate-crime trackers. Another developed a youth program to register and drive voter turnout among the API population.

“We are recruiting and inspiring the next generation of Asian American activists,” says Nguyen. “Activism can happen anywhere: home, workplace, streets. We want to be an outlet for anyone looking to contribute.”

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LinkedIn: https://www.linkedin.com/in/wdotnguyen

The Takeaway

The all-volunteer organization Stand with Asian Americans has since formed chapters in the San Francisco Bay Area and New York City and encouraged donations to local organizations pursuing systemic change.

CONTINUED

UNDERGRADUATES CONTINUED

41
take time to recharge to avoid burnout.

\[ \text{Berkeley HAAS} \]

“At work, I encourage everyone to...I...::::)

HEAD OF PUBLISHING (3RD PARTY GAMES), a healthy lifestyle.”

May, I started a new job, of New York.

productteacher.com.”

“...If you’re looking to...

Haas taught us to aspire of San Francisco, writes, Alexandra Burbey, Professor of Economics.

As a live streaming platform, ESPN+ has the opportu-

services. As a live streaming platform, ESPN+ has the opportu-

A man was hit by a truck last week. His family is raising money to help cover the cost of his medical expenses.

The Answer:

“At work, I encourage everyone to take time to recharge to avoid burnout. At home, I spend time with family but also have ‘me time,’ like basketball. It’s way of surviving a healthy lifestyle.”

JASON ZHU, BS 08

Head of Publishing (3rd Party Games), 
a live streaming platform, ESPN+ has the opportunity to create innovative strategies that increase minutes and days streamed. My goal is to start managing the content side of email marketing, and I am really excited to continue making an impact in the streaming industry! Travel and work have been a huge theme since I moved from Berkeley to New York City, reports, ‘...I’ve found myself...’

ziyaan (Roger) Ying of Chautauqua, a shifting view of student experience.

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When Michael Smith earned his MBA in 1986, there were no podcasts or internet. The cable boom was still a few years away. Yet, throughout his career, he’s helped major media companies stay current, from selling the Disney Channel to cable distributors in the ‘90s to bringing Food Network into the digital era. Now he’s jumped to public media.

As NPR’s chief marketing officer, he’s working to attract a younger and more diverse audience. “The average age of the NPR broadcast radio listener is 58 to 59 years old,” says Smith. “So that’s obviously not reflective of America, especially when you look at Gen Z and Millennials, who are 40% to 50% people of color.”

The solution, says Smith, entails NPR building a diverse workforce in editorial and executive leadership, as well as adding more diverse content and voices.

Another challenge is brand recognition. Only 30% of Americans—and 26% of people of color—know about NPR, says Smith, and the company hadn’t previously made significant investments in advertising or marketing. “It’s been lucky that they’re willing to provide a budget to increase awareness,” he says. So far, Smith’s marketing campaign is working. Awareness is up 8 percentage points since 2020 among the targeted Black and Hispanic audiences. “We're now dealing with the evolving media landscape through constant education. And he gets others to embrace change by opting for a quietly inspiring leadership approach. “People talk about leading from the front. I’ve always been more about leading from behind,” says Smith. “Great servant leaders get satisfaction from amplifying and lifting up others.”

I started to write what I thought would be the story detailing the experiences I had had during my research journey. Along the way, the book ‘Journey’s Gift: Finding Home’ also turned into a narrative to explain why I took the decision, at age 75, that would change my life forever.

Both books are available on amazon.com, amazon.ca, and amazon.it.

1978
45th Reunion
April 28–30, 2023

John McDonald, of Duluth, Ga., updates, "I was elected to the National Academy of Engineering in 2022. I will receive the 2023 Purdue University Distinguished Engineering Alumni Award. I will also receive the Delta Sigma Phi Fraternity Career Achievement Award."

1983
40th Reunion
April 28–30, 2023

Caitlin McGaw, of Davis, Calif., announces, "After 24 years in executive search and eight years as CEO of my own recruiting firm, I made an exciting career move at the end of 2021 into career coaching. Coaching is something I have done throughout my career. I am now casting my extensive experience with hiring leaders, job search, and the interview process to assist professionals who are thinking about a job or career change or embarking on a job search. My mantra is helping professionals build a sustainable career—for however long they want to work. The focus is on long-term sustainability while harmonizing career and life goals is typically an eye-opener for early career professionals, but even for professionals in leadership roles.

My career has always been rewarding, and this new chapter is very exciting. I am also the monthly Career Columnist for ISACA, the global professional organization that serves the digital trust sector (cybersecurity, IT audit, IT governance, risk, and compliance), a sector I have worked with for more than two decades. Our three kids are happily launched with one working in fashion editorial (and creative direction in Amsterdam, one in music production in NYC, and one at a startup in San Francisco. We have finally started to travel again. We were just in Costa Rica visiting a famous biological reserve and doing lots of bird, animal, and insect watching! The fall months will find us in Amsterdam, Berlin, Poland, ‘Bucchum, and Rome.’"

1986

Ann (Brighouse) Crispe, of San Carlos, Calif., updates, "Retired for the second time this year. For the last six years I've headed up marketing for an HR technology firm. It's been great. Now I'm ready to devote more time to a nonprofit I support. And, with luck, do a bit more traveling. "We moved to San Carlos. Not far from where we spent the last 20 years in Redwood City, but we're now on one level and within walking distance of downtown."

1988
35th Reunion
April 28–30, 2023

Stacy Nathaniel Jackson, of Washington, D.C., forwards the following news item: "Stacy Nathaniel received the 2023 Achievement Award."

The Most Influential women in Bay Area Business list includes three from Haas. Tanis Webb, MBA ‘97, leads Deloitte’s risk and advisory services team, which serves California departments, counties, and cities. She specializes in the design and implementation of risk process controls, data integrity, privacy, and security for integrated business applications. Amy Finney, MBA ‘20, is the VP of operations for One Medical. She led her company’s COVID response, including launching drive-through testing and rapid in-office tests nationally. Dean Ann Harrison increased faculty by a third, led the school in its best fundraising year ever, and launched the first online part-time MBA for a top business school, among other achievements.

The Takeaway

"Never stop learning,” says Smith. “If you think, once you get your MBA or BS, ‘I’m done now,’ that’s a big mistake, because the world changes so much.”
equally strong—even with commercial mortgage loan/lending rates up substantially from record lows. And commercial real estate values appear to be holding strong. If problems appear, once we will likely see our lender check up their ‘loan monitoring’ activity and order more mark-eto-market appraisals.

“Big family news: my wife, Beth (Cal BA ’91), and I will be grandparents come January 2023, with our oldest son Adam and wife, Beth (Cal BA 91), were able to pick right up and reconnect with some of our kids are now close to the age we were when we all met at Haas! Shown: Lin, far right, with classmates: David Shiver, Thao Tonnu, Zenda Kuo, Richard Jones, and Helen Chen.

“Starting my second year as CEO of MN8 Energy LLC, became a company out as an independent, the next natural next chapter. Douglas, so this was a given my past and the psychological perspective. As chair, I would have the pleasure of attending a wedding in Newport, R.I. and reconnecting with Haas MBA grad and good friend John Rosner. We were able to pick up where we left off near his beautiful home at a fine drinking establishment called Poor Judgment.”

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"I recently joined Redesign Health (redesign-health.com) as head of nurture insights—focusing on identifying and refining new business concepts. We are a venture creation platform that works alongside investors and experienced professionals to transform ideologically complex processes of innovation, funding, launching, and scaling innovative health care businesses by systematically addressing startup failure points at ideation, generation, team construction, capital raising, and scaling.

"From here, MN8 will be rapidly growing its solar energy capabilities; in addition, we are beginning to expand into EV charging. I have served as the third major focus for the company:”

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"From here, MN8 will be rapidly growing its solar energy capabilities; in addition, we are beginning to expand into EV charging. I have served as the third major focus for the company:”
So You Want to Solve Homelessness? Start Here

Offering a roadmap for anyone wanting to understand and solve the modern homelessness crisis, Andrew Hening, MBA 17, offers lessons from his nearly 20 years of sector leadership experience, including driving equitable and affordable change in communities with high rates of unhoused individuals.

—Andrew Hening, MBA 17
Co-Founder & Project Director, Opening Doors
Hening + Associates LLC

MBAs CONTINUED

therapy and really enjoying it. Great place to be at this stage in my career. My daughter (shown) started Cal as an undergraduate last year, and I have really enjoyed reconnecting to the university.

Charlene Son Ribgy, of Aliso Viejo, updates, “My career and my life work have come together at RARE-X, a health tech nonprofit I joined as CEO in August 2021. I’ve spent much of my career developing and commercializing software for analyzing data. My 9-year-old daughter was diagnosed with a very rare neurogenetic disorder six years ago. I co-founded the STXBP1 Foundation to spark research and therapy development for Juno and kids like her. Now at RARE-X I am working to accelerate understanding and therapy development across rare diseases. Why should you care about rare disease? Individually, rare diseases are by definition rare. Collectively, rare diseases impact almost 10% of the world population!” Shown: Son Ribgy and daughter, Juno.

2001
Marc Badain was hired to develop and lead the $1.5 billion dollar resort in Las Vegas for the Raiders/NFL Group. The integrated resort will include a domed retractable stadium, hotel, and casino. The proposed 850,000-square-foot arena will have more than 20,000 seats, including luxury suites, and be able to host major sporting events, concerts, and conventions. Badain, a former Raiders team president, is president of OVG Las Vegas sports and entertainment venues.

48
FALL 2022
HABITAT

The Answer:
“writing a book set in the near future where all else is foreclosed except for a partial response to our climate crisis.”
—STACY NATHANIEL JACKSON, MBA 90
WRITER/ARTIST

2004
Sunita Parasauroaman, of San Jose, Cali, announces, “After an amazing living experience in Seattle and working for Amazon, we are back to the Bay Area and looking forward to reconnecting with our fellow Haas friends.” Shown: Rodrigo, Alessandra, Bell, and Max Brumana in Maui.

2002
Coco Kee, of Princeton, N.J., writes, “In the past year or so, I have been working with some alumni and students and the Alumni Relations Office to get the Berkeley Haas Blockchain & Crypto Interest Group (BBICG) off the ground. As the youngest alumni affinity group, it is gradually taking shape with the collective effort of alumni from the community (see bbbc.berkeley.edu).”

“Working on BBICG helps bring me closer to the school and the community. Look forward to hearing from all of you who are interested in blockchain and crypto. Let’s build it and grow it together.”

2003
20th Reunion
April 28–30, 2023

WHY HOMELESSNESS? BECAUSE CLIMATE CHANGE.

Financing and developing innovative solutions to create a sustainable, resilient, and equitable urban future.

Solve Homelessness, an organization led by Dr. Andrew Hening, MBA 17, recently received a $1 million grant from the San Francisco-based Give2Get and the Climate Justice Resilient Communities Foundation to spark research and therapy development for rare neurogenetic diseases. By funding and developing solutions for rare diseases, Solve Homelessness ensures that no one is left behind. This grant is a crucial step in advancing our mission to ensure that everyone has access to the care they need.

RARE-X
RARE-X is a San Diego-based biotechnology company that is revolutionizing the way we think about rare diseases. Our mission is to identify, develop, and deliver transformative treatments for rare diseases, so that no one has to endure the challenges of untreated rare disease.

The Answer:
“writing a book set in the near future where all else is foreclosed except for a partial response to our climate crisis.”

—STACY NATHANIEL JACKSON, MBA 90
WRITER/ARTIST

Having focused on real estate finance and city planning for her two master’s degrees, Abby Jo Sigal might not seem like the logical choice to lead talent and workforce development for New York City Mayor Eric Adams. But her career trajectory suggests otherwise.

“Investing in talent is central to a 21st century economic development strategy,” says Sigal. “And her skill at intersecting real estate finance and city planning with research about models of employment, community needs, and growing industries is crucial for developing talent.”

Sigal’s nearly 20-year career has reached multiple sectors, including community development and affordable housing. Most recently, she founded and led what is now the RISE, a nonprofit that aims to enhance career pathways for NYC youth from low-income families and help industry find local talent.

Her new role is an opportunity to create systemic change citywide to position NYC employers for success. “One of our tasks is aligning the talent, workforce, and education systems with growing industries in a way that isn’t always playing catch-up but in fact drives their competitive advantages,” Sigal says.

To this end, she led the creation of an executive order, signed by Mayor Adams in August, that streamlines the efforts of nearly two dozen city agencies and offices to administer programs to train, employ, and support workers. One new initiative will help place nearly 5,000 low-income workers into industrial and construction careers.

“The [new] critical first steps to building a citywide strategy to fully tap this talent so that every New Yorker can contribute to—and benefit from—an inclusive, thriving economy,” Sigal says.

linkedin.com/in/abby-jo-sigal-b18ba159

ABBY JO SIGAL
MBA 99
Executive Director, NYC Mayor’s Office of Talent and Workforce Development
New York City

BY MELISSA CARTER-GILKEY

The Takeaway
“Out education system needs to focus on helping students identify where their passions and interests are and how those align with the labor market,” Sigal says.

CONNECTIONS
Sigal’s wide network, including empirical economists, helped her better understand the role of culture and place in business.

“The Tableway
“Out education system needs to focus on helping students identify where their passions and interests are and how those align with the labor market,” Sigal says.

49
FALL 2022
SHARE
ALUMNI NEWS

48
FALL 2022
HABITAT
When native Brazilian Henrique Ceribelli was accepted into Haas after working as a computer engineer for five years, he was eager for professional opportunities unavailable in his homeland.

But it almost didn’t happen. With no employer to fund his continuing education, the costs were daunting. Plus, bank loan requirements at the time demanded a co-signer, which Ceribelli found only by chance in a friend of a friend. He also received a fellowship from Haas earmarked for international students.

“I didn’t know I had Henrique,” says Ceribelli, a trend that continued when he was looking for a job post-graduation. Classroom pal Vijay Raghuraman, MBA 07, connected him with a product manager post at year-old startup Bill.com, a cloud-based payment platform.

Fifteen years later, Ceribelli is now senior vice president of product management and the company has since gone public and acquired three other startups. As Ceribelli’s professional life has blossomed, he’s never forgotten his good fortune. “The friends and network I had at Haas got me to Bill.com and the success that I have today,” he says. He also received a fellowship from Haas earmarked for international students.

Which is why Ceribelli is committing $500,000 over 10 years to support MBAs for full-time students, with a preference for those who are navigating new offers, earning their undergraduate degrees in Latin America.

“I was lucky enough that Haas gave me a chance,” says Ceribelli. “I want to provide financial aid first to those who are trying their luck and working hard, because they also deserve the chance.”

linkedin.com/in/ceribelli

MBAs CONTINUED

2010
Karan Dua was promoted to CFO at Secu- rothrust, a Next-gen access management and authentication company. Dua previously served as VP of Finance since joining the company in 2019.

2012
Kyoungsu Lee, of Washington, D.C., co-authored a book on foreign exchange market in Korea. He is currently with IMF’s Lending Policy Division in Washington, D.C., after starting his career as an officer with Ministry of Economy and Finance.

2018
6th Reunion
April 28–30, 2023

2019
Ramps, a company founded by Jordan Sale that offers negotiation support to underrepr esented professionals, has been acquired by another Berkeley-founded startup, Rom. Ramps was founded by Brian Liou, BS 13, and offers 1-to-1 coaching for professionals who are navigating new offers, promotions, and severance negotiations.

2020
Farid Hosseini, of San Francisco, founded a new calendar is— a new calendar company focused on redefining our relationship with time.

I’m fulfilling a childhood promise that I would take my mom around the world ‘when I grew up.’ We’re at 52 countries and counting. In Amsterdam (shown), my mom and I rented a boat and explored the city by canal.”

2021
Owen Teach, of Chicago, and his wife, Anna Teach, welcomed a baby boy—Clements Teach—in June 2022!

Jonathan Utc, of Walnut Creek, Calif., writes, “I have joined Coinbase as a senior manager of customer experience analytics and moved to Arizona.”

2022
1st Reunion
April 28–30, 2023

Michael Kim, of Diamond Bar, Calif., reports

The Answer:

“As an investor at the Builders Fund, I partner with businesses focused on sustainable systems (including climate, food, and agriculture) and human elevation, and we seek to integrate sustainability criteria into all aspects of investment decision-making.”

—KATHERINE HERSH, MBA 20
VICE PRESIDENT, BUILDERS FUND
MBAs CONTINUED
doing humanitarian assistance in Ukraine for three months.

BC/EMBA
2003
20th Reunion
April 28–30, 2023

2007
15th Reunion
April 28–30, 2023

2011

2013
10th Reunion
April 28–30, 2023

2015

2019
5th Reunion
April 28–30, 2023

MEMORIAM

PhD
1986
Cathy Goodwin, of Philadelphia, writes, “I continue to work in online business, with small businesses wanting to use storytelling in their marketing (catherinegoodwin.com). I just published a book that is guaranteed to be controversial but memora- ble: When We Sue O'Reilly: The Plan To Do It Right. It’s got an edge style that also incorporates research in psychology and sociol- ogy. Trigger warnings and purchase info can be found at catherinegoodwin.com/aghook.

2002

Robert Love announced that Well- spring and TPMP management company Love serves as CEO, recently received a wave of investment from private equity fund Resurgens Technology Partners. Wellspring is the leading platform for managing and commercializing R&D and innovation projects. The company works with brands such as J&J, the U.S. Department of Veterans Affairs, SoftBank, Caregig, and the University of Michigan to optimize innovation success. The concept for Wellspring and transform- ing technology transfer marketplace came to Bob while he was a PhD student conducting research on the success factors for the University of California’s startup companies over time.

Today, Wellspring has more than 75% market share in the North Amer- ican academic market and is the leading provider of institutional software for corporate scouting and R&D programs.

Lilian K. Wyers, of San Jose, Calif., was promoted to senior director of ERP innovation at Oracle at the beginning of this year. Brook had her opportunity to interview two MBAs: Tesla, a digital mortgage lender that is guaranteed to be controversial but memora- ble: When We Sue O’Reilly: The Plan To Do It Right. It’s got an edge style that also incorporates research in psychology and sociol- ogy. Trigger warnings and purchase info can be found at wellspring.ca.

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Lilian Wyers, of San Jose, Calif., was promoted to senior director of ERP innovation at Oracle at the beginning of this year. Brook had her opportunity to interview two MBAs: Tesla, a digital mortgage lender that is guaranteed to be controversial but memora- ble: When We Sue O’Reilly: The Plan To Do It Right. It’s got an edge style that also incorporates research in psychology and sociol- ogy. Trigger warnings and purchase info can be found at wellspring.ca.

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Indiegogo
How two alumni took crowdfunding mainstream

As co-founders of Indiegogo, one of the world’s first crowdfunding sites, pioneers Danae Ringelmann and Eric Schell, both MBA 08, along with Slava Rubin, democratized access to capital and entrepreneurship—all while navigating the industry through unchartered regulatory waters. What started as a funding mechanism for independent filmmakers is now the leading crowdfunding site for tech products and a full-lifecycle platform for art projects and social-impact campaigns. The San Francisco-based company has raised over $2 billion for 800,000+ creative, entrepreneurial, and altruistic ventures worldwide. What’s more, Indiegogo is roughly half women and two-thirds non-white employees—diversity unmatched in the tech industry. Schell, the sole developer during Indiegogo’s first three years, served as CTO, head of data, and head of product during his tenure at the company. Ringelmann served as COO, CFO, and chief development officer during her tenure and remains an active board member. Here’s a look at Indiegogo’s evolution.

2008
Indiegogo launches (a year before main rival, Kickstarter). Due to federal rules regulating equity investing, donators are given perks (like objects or acknowledgement), not equity. Over the next three years, 92 venture capitalists decline to invest, but Indiegogo and classmates introduce the co-founders to advisors and customers.

2009
Schell leaves Indiegogo, eventually landing at another company co-founded by Rubin.

2010
Further reports that crowdfunding is $800 million business.

2011
Indiegogo raises $1.5 million Seed Round and joins President Obama’s Startup America Partnership as the funding site for the entrepreneurial initiative.

2012
Co-founders help the Obama Administration pass the Jumpstart Our Business Startups Act, which (eventually) allows for equity crowdfunding. The company raises another $15 million in funding.

2014
Crowdfunding is now a $16 billion industry. Indiegogo Life, which raises funds (See-Free) for charity-based campaigns and personal appeals, launches. A $40 million infusion brings total funding to $56.5 million. Business luminaries, including Virgin Group Founder Sir Richard Branson, also support the company.

2015
Indiegogo Life is rebranded as Generosity.com. The company launches Indiegogo Build, which allows successful campaigns to continue funding a project after its campaign period ends. Ringelmann and Schell receive Haas’ Leading Through Innovation Award for improving the financing ecosystem.

2016
A partnership with hardware maker Arrow Electronics offers broader support for entrepreneurs and aids in mass production. Thanks to federal reforms, Indiegogo becomes the first major platform to launch an equity crowdfunding arm.

2017
Revenue is up 50% over 2014, and the company is close to turning a profit. Indiegogo launches an education center and directory of experts. A new marketplace sells successfully crowdfunded items.

2018
Generosity.com is acquired by GoFundMe, allowing for better focus on hardware startups. Ringelmann steps down and moves to Norway, where she owns a lodge and farm.

2019
Schell leaves Indiegogo, eventually landing at another company co-founded by Rubin.

2021
Global crowdfunding is now valued at $11.46 billion and is expected to double by 2028. Indiegogo starts the Crowdfunding Trust Alliance with rival GoFundMe to establish best practices and crack down on fraudulent campaigns.

2022

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