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Avenues of Discovery

Alumni entrepreneurs shaping a better future

Plus:

MAKING SPACE FOR INNOVATION P. 24

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 New eHub
 makes space
 for innovation
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Haas' new eHub, a stunning renovation and repurposing of a storied building, has created a haven for undergraduate and graduate students, providing three floors of space to connect, build, and be discovered.

PHOTO: BRITTANY HOSEA-SMALL; ILLUSTRATIONS: DRUE WAGNER

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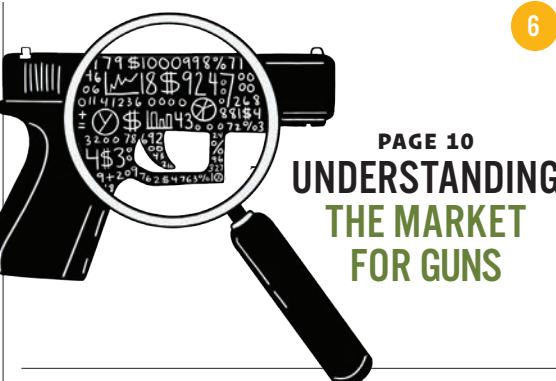
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ARTIFICIAL INTELLIGENCE

Control Keys

Who will dominate the gen AI market?

BY MICHAEL BLANDING

WHILE GENERATIVE AI (GEN AI) IS SPURRING A QUANTUM LEAP of innovation in fields from consumer marketing to protein discovery, a rapid consolidation is taking place behind the scenes. And unless policymakers act fast to promote more balance and competitiveness, argues Associate Professor Abhishek Nagaraj, only a few big firms will control the future of the field.

“I have no doubt that the market will be dominated by a few key players,” says Nagaraj, who sounds a warning CONTINUED ON NEXT PAGE>

The Takeaway
Computers, cell phones, and cloud computing have all become dominated by just a few firms, and the same may happen for generative AI—leaving smaller startups to innovate on the margins of foundational models.

< CONTINUED FROM PREVIOUS PAGE

in a National Bureau of Economic Research working paper. “The big question is how concentrated are we talking about?”

The stakes are high: A landscape controlled by a few AI overlords could lead to less transparency, innovation, and efficiency, stifling potentially more transformative technology. The traditional “moats” that protect startup technology, however, such as patent protections and secrecy around intellectual property, are unlikely to be effective due to the massive edge that large companies already enjoy, Nagaraj says.

In the paper, Nagaraj and colleagues from MIT Sloan and Harvard Business School draw upon the pioneering work of Professor David Teece, who defined two different ways to gain advantage in a competitive environment: *appropriability*, the ability to guard against copycats, and *complementary assets*, or control over the ability to transform the innovative know-how into something customers might pay for.

“If I come up with the idea for a drug, for exam-

ple, I can protect that idea with a strong patent, even if you can already see the idea,” Nagaraj says. With AI technology, the foundational model for gen AI is well understood, making it difficult to protect the core technology. Plus, rapid turnover among Silicon Valley firms makes secrecy impossible. “In California, non-compete clauses are illegal, so it’s quite common for firms to hire from rival companies,” Nagaraj says.

Meanwhile, the complementary assets that large gen AI firms already enjoy are impressive—starting with the massive computing infrastructure needed to run systems, what they call the “compute environment.” Meta alone is acquiring hundreds of thousands of NVIDIA’s state-of-the-art H100 graphics cards at the cost of billions of dollars. “The scale required is mind-boggling,” Nagaraj says.

In addition, big firms are scraping the internet for immense amounts of data to train their models at a level prohibitive for smaller companies. Large

“I have no doubt that the market will be dominated by a few key players. The big question is how concentrated are we talking about?”

players can use the data to set their own performance benchmarks and ethical standards in a way that other companies have little choice but to follow. “These benchmarks are all super subjective and tied to the training data that firms use, so they are implicitly designed in a way that makes the market leaders look good,” Nagaraj says.

Ironically, the gen AI environment has thus far continued to remain competitive due to one of the big players themselves. Meta released an open-source version of its gen AI model Llama, which was accelerated through an accidental leak last year. In its wake, multiple knockoffs, including Berkeley’s Vicuna, Stanford’s Alpaca, and others flooded the market, instantly creating a renaissance in the field. “There are so many ways people are experimenting with it that wouldn’t be possible with just OpenAI,” Nagaraj says. Still, Meta hasn’t been completely open with its training data, and Nagaraj speculates it may try to exert control over the platform through other means, like Google does with Android.

In the meantime, Nagaraj and his co-authors argue for a more hands-on role by policymakers to better control the complementary assets that advantage big companies. One intriguing idea is a public AI infrastructure, similar to the national highway system that aids in interstate commerce. “It could really lower the bar to democratize the compute environment,” Nagaraj says. Regulators could also standardize benchmarks for performance and safety, setting more objective measures that could level the playing field. “We can’t let a small number of companies decide what’s good or what’s safe,” he says.

THOUGHT LEADERSHIP

MEET THE FACULTY

Talented researchers join Berkeley Haas

BY LAURA COUNTS

Two top-tier researchers whose work addresses pressing environmental, development, and public policy questions have joined the ranks of Berkeley Haas professors this semester. Two additional professors will join the faculty in January 2025.

Associate Professor Kelsey Jack, the Sheth Sustainable Business Chancellor’s Chair, works at the intersection of environmental and development economics. She brings expertise in how low-income households use natural resources—land, water, energy—and the ways policy can help align short-run economic needs with longer-run environmental and health concerns.

Professor James Sallee has been at UC Berkeley for nearly a decade as a faculty member in the Department of Agricultural and Resource Economics and a faculty affiliate at the Energy Institute at Haas. His work focuses on energy, the environment, climate, and public economics with an emphasis on public policy. He helped launch Haas’ new master of climate solutions degree in collaboration with Rausser College of Natural Resources.

In January, two new faculty will join the Economic Analysis and Policy group: Economist Martin Beraja of MIT as an assistant professor and David Chan, a health economist and MD now at Stanford University, as a professor. Chan will serve as the new faculty director for the Robinson Life Science, Business, and Entrepreneurship Program.

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CHEERS TO CMO UTE FREY!

For the past 78 issues of your alumni magazine, Ute Frey’s name has graced the masthead, first as assistant editor and later as executive editor. Now, after 31 years at Haas—the last two-and-a-half as chief marketing officer, Ute is retiring. In this, her final issue, we celebrate Ute’s success in strengthening Berkeley Haas’ community and global standing—a career that earned her the prestigious Chancellor’s Distinguished Service Award this fall. Thank you for everything, Ute!

Replacing her as CMO is Joey Schmit, who previously led global enrollment marketing strategy for NYU and its international network of campuses and schools, including NYU Stern.

IN THIS ISSUE

Celebrating Ingenuity

The creative spirit of Haas



As a double bear, I have a deep love for Cal, and I’m eager to make this a banner year at Haas.

This winter, our new Entrepreneurship Hub (eHub) is slated to open, and this issue celebrates this new center of innovation, examining how Haas educates inventive leaders from all over campus. We also highlight the ingenuity of alumni founders whose startups are improving lives and reimagining business, from AI and health to logistics and hiring.

You’ll see our Defining Leadership Principles (DLPs)—Question the Status Quo, Confidence Without Attitude, Students Always, and Beyond Yourself—prominent in the endeavors of these entrepreneurs and in the work of featured Civil Rights attorney John Burris, MBA 70.

I too am leaning into our DLPs in my new role at Haas. As we get ready to celebrate their 15th anni-

versary, the DLPs continue to shape my efforts to strengthen our school, including having discussions about why they are important with all our first-year students across programs. I approach the task with enormous enthusiasm and optimism. Enjoy the issue.

Go Bears!

Jennifer Chatman, BA 81 (psychology), PhD 88 Interim Dean

PHOTO: JIM BLOCK

The Takeaway

One way policymakers might better control the complementary generative AI assets that advantage big companies is to consider implementing a public AI infrastructure.

The Takeaway

Established, acclaimed researchers in environmental, development, and public policy are joining the Berkeley Haas faculty this year.

LEADERSHIP

Truth to Power

How gender stereotypes may limit women

BY LAURA COUNTS

Russian President Vladimir Putin and pop star Taylor Swift both appear on *Forbes*' "World's Most Powerful People" list. But while men like Putin are more typically linked to power, women like Swift are more associated with status, according to new research published in the journal *Psychological Science*.

"We found deeply held stereotypes in how we recognize leaders—whether they are leading a company or running for president," says lead researcher Charlotte (Charlie) Townsend, PhD 24.

Townsend, working with Professor Laura Kray and Sonya Mishra, PhD 23 (now an assistant professor at Dartmouth's Tuck School of Business), used *Forbes*' "most powerful" lists to

test how men and women are viewed differently in terms of power and status—and the implications of these stereotypes.

In one experiment, participants rated men on the *Forbes* list higher in power but lower in status compared to the women, while they rated the women higher in status than men. What's more, says Kray, "We pay more attention to high-status women like Taylor Swift and high-power men like Jeff Bezos and less attention to high-power women like General Motors CEO Mary Barra."

The researchers then found that "powerful" men on the *Forbes* list garnered more media mentions and followers, while "powerful" women had fewer. Conversely, women rated as "high status" had more media mentions and social media followers compared with high-status men.

In a final experiment, women reported feeling less powerful than men but more status oriented. Yet both men and women reported similar desires for power and status.

Another recent study by Mishra and Kray found that women going after power are more likely to face a backlash than those seeking status in addition to power. "Power-seeking women are seen to violate feminine stereotypes," Mishra explains.

While both power and status are important, social status tends to be more fragile and more easily taken away, Kray says. Those with status also are often expected to be fair and kind, limiting their ability to use power, she adds.

"Unfortunately, this further entrenches the stereotype that women's power must be limited to being highly respected, while men's power encompasses tangible control over resources," Kray says.

PHOTO: © BRIAN BRANCH PRICE/ZUMA PRESS WIRE



The Takeaway

Gender stereotypes often link men with power and women with status. Despite being respected, women's association with status can limit their control over resources.



DECISION-MAKING

UNCERTAIN FUTURES

Why overprecision trips up expert forecasters

BY MICHAEL BLANDING

The stakes are high when senior economists make forecasts about inflation, growth, and unemployment as these predictions drive critical decisions by businesses, investors, and the Federal Reserve. Sure, sometimes those forecasts turn out to be overly rosy or too pessimistic, but an even bigger pitfall, according to new Haas research published in *Collabra: Psychology*, is that professional forecasters are often overly precise. On average, they are too sure about the accuracy of their forecasts, regardless of whether they're positive or negative.

"It's common to talk about overconfidence as being overly optimistic—you think you're better than you are, or you think the future will be brighter than it is," explains Professor Don Moore, who co-wrote the study with Sandy Campbell, PhD 24, now a postdoc at UCLA. "But you can be both overly pessimistic and too certain of yourself."

To examine this phenomenon, Moore and Campbell examined the Federal Reserve Bank of Philadelphia's quarterly Survey of Professional Forecasters. Given to senior economists at big banks and corporations, it asks them to predict

key economic indicators used to develop economic policies such as interest rates. "It really matters whether they get this stuff right," Moore says.

On average, Moore and Campbell found respondents were 53% confident in their forecasts. However, when researchers compared those predictions to actual indicators, forecasters were only right 23% of the time, suggesting excessive faith in the accuracy of their knowledge, otherwise known as overprecision.

The research suggests organizational decision-makers may want to discount forecasters' confidence when devising policy. This may involve adjusting downward either the confidence implied by forecasts or the confidence communicated to decision-makers or relying more on aggregated crowd forecasts, which are more accurate.

Overall, the research offers an important reminder: Call upon humility when making forecasts. "Ask yourself where you might be wrong," Moore suggests. "Reflecting on your vulnerability to error will increase the probability that you are well-calibrated in the confidence of your judgments and improve your chances of making a good decision."

PHOTO: ISTOCK/PRIMEIMAGES

The Takeaway

When devising policy, decision-makers may want to discount expert forecasters' confidence, because overprecision makes them too sure their forecasts will prove accurate.

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POLICY INFLUENCERS

Berkeley Haas faculty are shaping how the world is governed. An analysis of millions of policy documents, compiled by the startup Overton and reported by the *Financial Times*, found that two of the top 10 business school research papers with the greatest global impact on policy are by finance professors Matteo Benetton (#2 on the list) and Ulrike Malmendier (#3 on the list). Benetton's paper looked at targeted monetary policies and bank lending behavior in response to the 2008 financial crisis. Malmendier's paper found that the price of groceries has an outside influence on people's overall views of inflation.

LEARN MORE
haas.org/top-research



MANAGEMENT

Passion Plays

Harnessing passion without it backfiring

BY GARY THILL

In a recent survey, 72% of U.S. college-educated employees listed “pursuing their passion” as an important career goal. This passion paradigm celebrates people who are ready to give it their all by doing what they love, especially among entrepreneurs. But figures such as Elon Musk—known for passion as well as arrogance—show this pursuit is not without its perils.

Indeed, studies show passion also contributes to burnout, frustration, and poorer performance. How can workplace passion be harnessed without backfiring? The answer may lie in understanding how it can lead to overconfidence and how managers can use that understanding, according to new research published in the journal *Social Psychological and Personality Science*.

“Overconfidence is a really pernicious form of bias,” says Assistant Professor Erica Bailey, who conducted a series of studies with a team of researchers to explore how passion relates to overconfidence.

Using a variety of methodologies, Bailey and her team demonstrated that passionate employees—in both real-world and hypothetical situations—inflated self-ratings of their performance above their actual performance. Co-workers did the same.

“This association between passion and superior performance exists and is pretty easy to trigger in people’s minds—even just by telling people they were passionate about their jobs,” Bailey says.

For managers, Bailey says the challenges of performance overconfidence are two-fold. They must manage their own favorable bias toward passionate employees while knowing how and when to encourage them. Entrepreneurs and salespeople may benefit from passion overconfidence but pilots and surgeons, who require accurate views of their abilities, may not.

“Managers have to consider how the passionate person is perceived by their horizontal co-workers and how to help them manage that reputation so these groups can work together effectively,” Bailey says.

ILLUSTRATION: AAD GOUDAPPPEL

SOCIAL IMPACT

SHAPING A NEW KIND OF CFO

How Haas is training specialized financial talent

BY KIM GIRARD

When Lizzie Hoerauf, MBA 24, joined Berkeley Haas, she had a vision of what she wanted to do post-graduation.

“My goal was to bring the finance and operations business acumen I gained from an MBA program back to organizations with missions I care deeply about,” says Hoerauf, who previously worked in environmental education at Yosemite.

At Haas, Hoerauf found her calling in the Impact CFO program, an innovative initiative designed to create a new generation of CFOs equipped to lead foundations, nonprofits, and other social enterprises. Last spring, Hoerauf was part of the inaugural cohort of 14 MBA students.

Founded by Adjunct Professor Nora Silver, the founder and co-faculty director of Haas’ Center for Social Sector Leadership (CSSL), along with Associate Professor Omri Even-Tov, also a co-faculty director of CSSL, Impact CFO offers a specialized curriculum that marries financial acumen with a focus on social impact. “Today’s social sector organizations need more than just accountants who can close the books,” Silver says. “They need strategic thinkers with an MBA-level understanding.”

Mentorship is a cornerstone of the Impact CFO program, and Hoerauf’s experience exemplifies this. She was paired with David Samuels, MBA 86, the CFO of REDF, an organization dedicated to creating jobs and opportunities for those facing significant barriers to employment. Samuels served as more than a mentor; he also employed Hoerauf on various financial projects during her second year at Haas, giving her invaluable experience. Through her internship (a key program feature),

“Today’s social sector organizations need more than just accountants who can close the books. They need strategic thinkers with an MBA-level understanding.”

she applied insights from classes like Strategic Financial Management of Non-profit Organizations and Social Sector Solutions to real-world situations.

After graduation, thanks to the connections of Even-Tov and Silver, Hoerauf worked as a finance intern at the Crankstart Foundation while also taking on projects as a grants manager at Shining Star Consulting, an accounting firm specializing in nonprofits. This experience ultimately led her to a full-time role as a financial analyst at the Exploratorium, whose CFO had been a guest speaker at a workshop for Impact CFO students.

Looking ahead, Even-Tov and Silver envision building one of the largest networks of finance professionals in the social sector within a decade. They are off to a good start with an inaugural network of 80 seasoned impact CFOs, many of whom are alumni.

“We want the Impact CFO program to stand as a beacon, illuminating the path for future CFOs committed to making a difference,” Even-Tov says.

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DESIGNING INCLUSIVE AVATARS

With the proliferation of virtual communities and platforms, digital avatars are becoming increasingly important tools to represent people’s identities and self-expression.

Research shows that the choices users make when creating their avatars (skin color, hair styles, etc.) and the labels they encounter will impact the quality of their experience on digital platforms. This is why Haas’ Center for Equity, Gender & Leadership and Meta Reality Labs

recently launched a research-backed guide for creating inclusive digital avatars. The guide offers practical recommendations that are especially useful for product teams and content designers working on virtual identities, avatars, image searches, and related areas.

LEARN MORE
haas.org/egal-avatars

The Takeaway

Passionate people are often overconfident and may suffer from delusions about their performance. To avoid these pitfalls, managers must take care in how they manage passionate employees.

The Takeaway

In Impact CFO, workshops, a speaker series, and networking events complement hands-on projects, industry mentorship, and an internship, ensuring a comprehensive learning experience.

< More Online

Hear about Impact CFO from some of our students: haas.org/impact-cfo.

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MIXING ART AND INNOVATION

The theory of Open Innovation, created by Adjunct Professor Henry Chesbrough, PhD 97, has inspired many in the business world. But it translates to the art world as well. Artist Tianjin Ren, known for fusing eastern and western elements and for his spirit of innovation, worked with Chesbrough during a postdoc at Haas. Ren says their collaboration was one of the key moments significantly impacting his artistic career. The results are on display with Ren's latest exhibition of painting and sculpture, "The Traces of Driving Rapids," at the Whitestone Gallery in Beijing.

LEARN MORE
haas.org/tianjin-ren



CONSUMER BEHAVIOR

FIREARM SALES

Research offers clues about the market for guns

BY KATIA SAVCHUK

New mass shootings reignite the debate over gun regulation. Some policymakers and advocates call to restore a federal ban on assault weapons—a fuzzy category that includes semi-automatic rifles and shotguns—while others push for taxes or mandatory waiting periods.

Yet so far, research on the market for firearms has been thin, stymieing efforts for effective regulation.

In a study forthcoming in *American Economic Review: Insights*, Assistant Professor Sarah Moshary and collaborators from Chicago Booth used marketing research techniques to study consumer behavior in the market for firearms. Their work provides insight into how people decide to buy a gun and which one to purchase—which are key to understanding the likely effects of gun regulations.

"Firearm regulation is a fraught topic

in the United States, and people across the country have very different ideas about how and where they should be sold and to whom," Moshary says. "Our research aims to give a better understanding of the market to inform those discussions."

Moshary and her co-authors presented a sample of more than 4,000 Americans who either own a gun or are interested in buying one with a hypothetical choice of three firearms and asked them to select one. They then asked whether they'd buy that gun at certain prices; by repeating the task with varying prices and different firearms, they deduced how much gun prices would have to rise to get people to abandon their top choices.

The researchers then used an economic model to estimate what gun-buyers would do if their top choice became unavailable or too expensive. They found that those

who wanted to buy an assault weapon were much more likely to buy a handgun than no gun at all. Those who were interested in buying a pistol or revolver were more likely to give up on the purchase.

The findings suggest that restrictions or taxes on assault weapons could do less

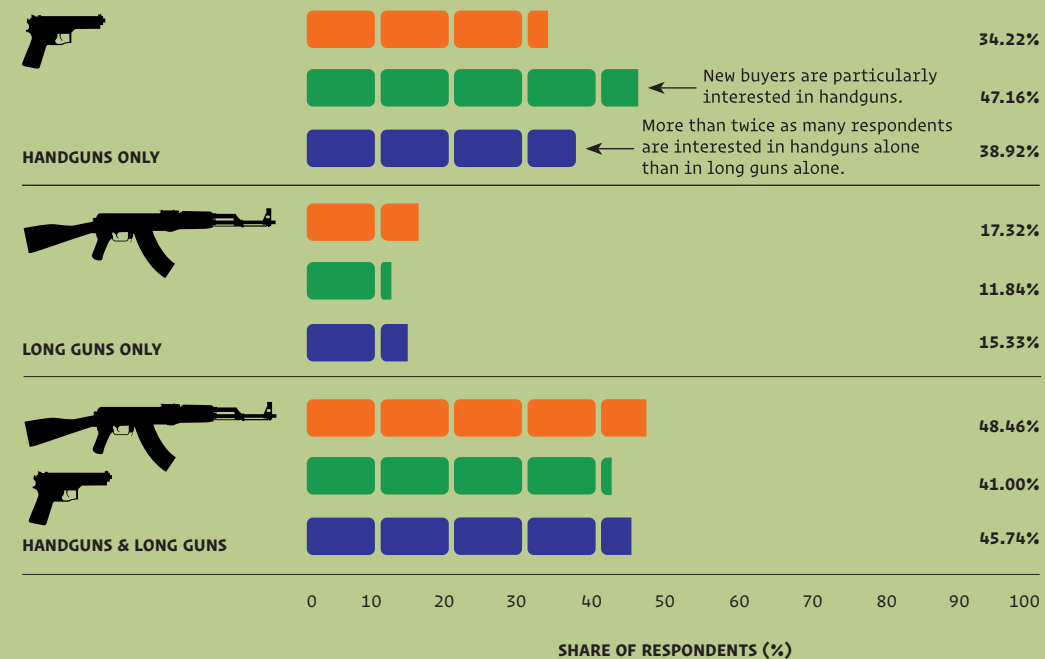
to reduce the number of guns in circulation than those targeting handguns. More work is needed to understand the extent to which these policies would reduce violence. Still, Moshary believes her team's approach can provide evidence to inform contentious policy debates.

Stated Firearm Preference

Among survey respondents and current and prospective firearm owners, handguns are more popular overall than long guns.

THE KEY

- OWNERS
- NEW BUYERS
- ALL COMBINED



Gun Facts

48,000 PEOPLE

in the U.S. died from gun-related injuries in 2021 (a record).

80%

of mass shootings and 90%* of murders and non-negligent manslaughters involve handguns. (*In which the type of gun is specified.)

400 MILLION firearms are owned by Americans.

40%

live in a household with at least one gun.

PHOTO: ISTOCK/DOUGLAS REISING

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99 YEARS YOUNG

Happy 99th (!) birthday (on September 15) to Dudley Dinshaw, BS 51, MBA 53, who may just be our oldest living alum. Dinshaw worked for IBM in San Jose, California, for almost 35 years before retiring in 1993. "I worked on some early computers which are now in the Smithsonian!" he says. Having been retired now almost as long as he worked, Dinshaw, who lives in Encinitas, California, enjoys gardening and participating in 5K running races. His last was in October, and he finished first in his age category. Granted, he was the only one, but we salute you, Dudley!

The Takeaway

Gun consumers are not very price sensitive, so it would take a significant price increase to drive a meaningful decline in gun sales.

The Takeaway

People most sensitive to price changes were those who preferred handguns (e.g., pistols and revolvers) and prospective gun owners, suggesting that taxes targeting these groups could be most effective.

The Takeaway

If assault weapons were restricted or became too expensive, prospective buyers indicated they were more likely to buy a handgun than no gun at all.

The Takeaway

To understand consumers' preferences and potential tradeoffs of firearm policies, Assistant Professor Sarah Moshary employed a survey tool that marketers use to forecast demand for new products.

QuantumStreet AI cofounders Art Amador and Chida Khatua, both MBA 16, at Haas. QuantumStreet AI uses “temporal AI” to analyze structured and unstructured data, provide real-time market predictions, and suggest data-driven investment strategies. Not pictured: Co-founder Chris Natividad, BS 04, MBA 16.

BY GARY THILL

PHOTO BY ALISON YIN

How today’s innovative entrepreneurs are tackling some of the planet’s biggest problems—and shaping a better future.

CHANGING THE WORLD



INNOVATION IS CORE TO HOW entrepreneurs solve problems. And today, those problems are bigger and more pressing than ever. Climate change is demanding that the global economy rethink fossil fuels that have powered industry for generations. The pandemic has left a still-fragile supply chain, coupled with a smaller, more assertive workforce in its wake. Meanwhile a new technology, generative artificial intelligence, threatens to upend everything all over again.

Thankfully, Haas entrepreneurs are tackling these and other big challenges with the kind of innovation that only startups steeped in principle can bring.

On the following pages, you’ll meet eleven of these trailblazing companies that are forging exciting paths on traditional terrain—transportation and logistics, labor challenges, and the developing world—along with pioneering the fresh territory unfolding around AI. In the spirit of innovation, we’re also taking you beyond the page into the digital realm, where you can learn more about each startup.

HARNESSING AI

QuantumStreet AI

Chida Khatua, MBA 16
CO-FOUNDER & CEO

Art Amador, MBA 16
CO-FOUNDER & COO

Chris Natividad, BS 04, MBA 16
CO-FOUNDER & CHIEF INVESTMENT OFFICER

FINTECH STARTUP QUANTUMSTREET AI, AN IBM partner, is a portfolio management and market intelligence platform for banks, asset managers, and wealth managers. QuantumStreet AI equips them with cutting-edge, explainable “temporal AI” that goes beyond traditional analysis. By blending structured data, like financial metrics, with unstructured data from global news, technical signals, and macroeconomic indicators, QuantumStreet provides a holistic view of market dynamics, including real-time forecasts and explanations.

“No tool existed to look at everything together—to quantify the different insights on the financial industry,” Chida Khatua says. “So, we built the first tool in the industry that combines both structured data and unstructured data and creates insight. This empowers users to make smarter, data-driven investment decisions while also democratizing access to advanced tools that were once exclusive only to the largest financial institutions.”

HOW IT’S SHAPING A BETTER FUTURE

Through its unique platform and proprietary

LEARN MORE
Learn more about
QuantumStreet AI.



technologies, QuantumStreet AI is reshaping investment management with transparency, precision, and a commitment to institutional-grade reliability.

By 2025, global stock trading is projected to be \$143 trillion, Khatua says. Comprehensive, easy-to-use, AI-driven insights ensure more informed decisions and better financial literacy.

“We built the first tool in the industry that combines both structured data and unstructured data and creates insight.”

Khatua points to research from the Man Group, which suggests that by 2040, 99% of all assets will be directly or indirectly influenced by AI. “Our core intent was to give this very sophisticated analysis in a simplified form to investors,” he says. “While our technology is sold to institutional clients, their end customers, who are both institutions and individual investors, benefit from it.”

WHY INVESTORS ARE EXCITED

QuantumStreet AI boasts major clients like HSBC, BNP, and Deutsche Bank, and has \$6.5 billion in client assets across five continents. The increasing demand for AI-driven investment solutions, coupled with the platform’s ability to manage and analyze massive amounts of data in real time, positions QuantumStreet AI as a market leader.

FUTURE PLANS

QuantumStreet is expanding beyond institutional clients to target wealth management.

Rumi

Ghazaleh Sadooghi, MBA 25
CO-FOUNDER & CHIEF PRODUCT OFFICER



RUMI, AN ACADEMIC INTEGRITY and artificial intelligence platform, gives schools a way to set custom AI policies on an assignment-by-assignment basis and is already being trialed by Haas. Similar to a shared Google doc with track changes, the Rumi platform lets professors make assignments with custom AI guidelines. Students then write their

↑ CONNECTIONS

Professional faculty member Sam Olesky, president and managing member of Olesky Capital Management, is on the board of QuantumStreet AI.



papers in the platform, which shows how they use AI in their research.

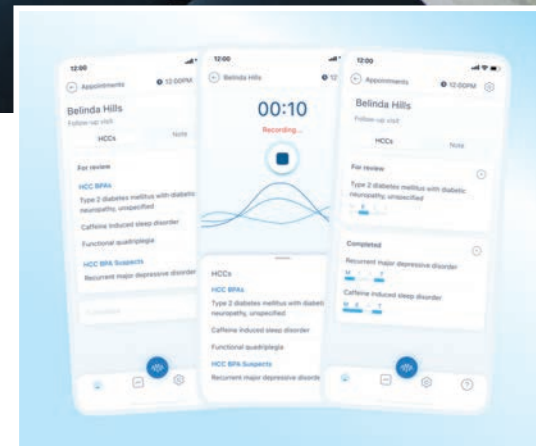
“As a tech person, I like to use AI—it’s a very cool, promising tool,” says Ghazaleh Sadooghi, who co-founded the company with fellow Berkeley student (and husband), Mo Zadeh. “But I also want to use it responsibly. I didn’t want to cheat, and I didn’t want to be labeled as a cheater.”

HOW IT’S SHAPING A BETTER FUTURE

Rather than panicking about AI or banning it, schools can use Rumi to incorporate the tool into classroom settings, without needing a one-size-fits-all approach. It protects academic integrity and provides AI transparency along with giving students equal opportunity to learn on the best AI models: Claude 3.5, Gemini, and GPT-4o.

“It’s about making it an even playing field for everyone,” Sadooghi says.

PHOTOS: COURTESY OF RUMI; ISTOCK



PHOTOS: COURTESY OF DEEPSCRIBE (2)

WHY INVESTORS ARE EXCITED

Rumi allows schools to solve for both academic integrity and AI literacy. With \$450,000 in seed funding through simple agreements for future equity and grants, Rumi has already secured nine other contracts with educational institutions in the U.S., including Tufts University, Foothill

↑ CONNECTIONS

Rumi finished first in UC LAUNCH’s 2023 startup cohort thanks to support from mentors Rhonda Shradex, MBA 96; Jed Katz, MBA 96; and Mohammad Naqvi, MBA 24.

College in California, and The Baldwin School in Pennsylvania.

“Schools are willing to pay for it because, ultimately, academic integrity is the number one concern for them,” says Sadooghi. “And we’re offering one layer on top of it, which is AI literacy.”

FUTURE PLANS

Sadooghi is looking to adapt Rumi to other industries with similar needs, such as the nearly \$30 billion, fast-growing legal tech sector, and journalism.

DeepScribe

Matthew Ko, BS 17
CO-FOUNDER, PRESIDENT & CEO



DEEPSCRIBE IS AN AI-POWERED platform that captures and transcribes medical visits, helping clinicians focus on patient care, not paperwork. Instead of traditional dictation, DeepScribe listens to the visit, extracts important information using advanced language processing, and produces a high-quality note that integrates directly into an electronic health record.

“We really saw this as an opportunity to reimagine the way clinical data is being harvested and to realize the full potential of what AI can do in healthcare,” Matthew Ko says.

HOW IT’S SHAPING A BETTER FUTURE

Over the next two years, 1 out of 5 clinicians are planning to leave medicine, and 1 in 3 are considering reducing work hours due to stress, says the American Medical Association. Documentation burdens—two hours for every one hour of patient time—are a big reason, leading to another shocking statistic: Medical errors are the third-leading cause of death in the U.S. DeepScribe cuts documentation time by approximately 75% with 95% accuracy—helping physicians improve care.

“From a physician’s point of view, we help alleviate the burden of documentation, improve their job satisfaction, and allow them focus on the patient rather than the paperwork,” Ko says. “For patients, this translates to a higher standard of care.”

WHY INVESTORS ARE EXCITED

Along with addressing physician burnout and patient care, DeepScribe, a series B company that’s already raised more than \$60 million, promises to improve business for the \$800 billion U.S. healthcare industry. The platform has been shown to

The Takeaway

DeepScribe, an AI medical note taker, reduces physician burnout and improves patient care. Its data-driven insights promise to improve the business of healthcare overall.

LEARN MORE

See how DeepScribe helps a doctor reduce documentation time by 75%.



Jit Bhattacharya (left) is making it simple for drivers of electric buses in Kenya to break even within the first year as compared to four to five years for a diesel bus.

increase billed diagnoses by 36% and can be used to automate billing and coding as well as to identify participants for clinical trials.

FUTURE PLANS

Over the next two years, Ko wants to focus on improving quality of care rather than just efficiency. “We’re asking, ‘How can we take the ambient data and provide insights to a physician to provide better care for their patients?’” he says.

TRANSPORTATION AND LOGISTICS

BasiGo

Jit Bhattacharya, MBA 08
CO-FOUNDER & CEO

BASI GO AIMS TO TRANSFORM PUBLIC TRANSPORTATION IN EAST AFRICA FROM DIESEL TO ELECTRIC BUSES WITH ITS INNOVATIVE FINANCING MODEL AND ASSET-MANAGEMENT SOFTWARE. AS A FINANCING COMPANY, BasiGo leases new electric buses (“basi” means bus in Swahili) with a security deposit and

“Climate change is not some future for us. It’s already a reality here in Africa. So being able to take a lead in the fight ... is huge.”

a pay-as-you-drive model—which includes costs of charging, service, and maintenance—to private bus drivers. Jit Bhattacharya says the combined financing model and tech allow electric bus drivers to break even within the first year as compared to four to five years for a diesel bus.

“We basically make it dirt simple for these guys to own and operate an electric bus and get all those economic benefits,” Bhattacharya says.

HOW IT’S SHAPING A BETTER FUTURE

In BasiGo’s base of Nairobi, Kenya, more than 20,000 buses are in operation, and they’re used by 60% of the population. Replacing a single diesel bus with an electric bus in Kenya mitigates 50 tons of CO2 per year, so electrifying Nairobi’s buses alone represents a potential annual savings of a million tons of CO2, equivalent to the emissions of a small city for a year. In addition, all diesel fuel is imported, yet Kenya generates 90% of its electricity from domestic renewable sources such as geothermal and hydro.

On a larger scale, Africa is one of the fastest-growing continents, with 1.5 billion people and six of the fastest-growing economies. BasiGo promises to reduce the climate impact of these emerging markets.

“Climate change is not some future for us. It’s already a reality here in Africa,” Bhattacharya says. “So being able to take a lead in the fight against climate change is huge.”

WHY INVESTORS ARE EXCITED

With a million buses on the roads in Africa, BasiGo’s massive private-sector market offers a 30% return on investment within 10 years along with climate bona fides. The company has already raised \$15 million and in September announced \$42 million in additional capital, including a \$24 million series A funding round.

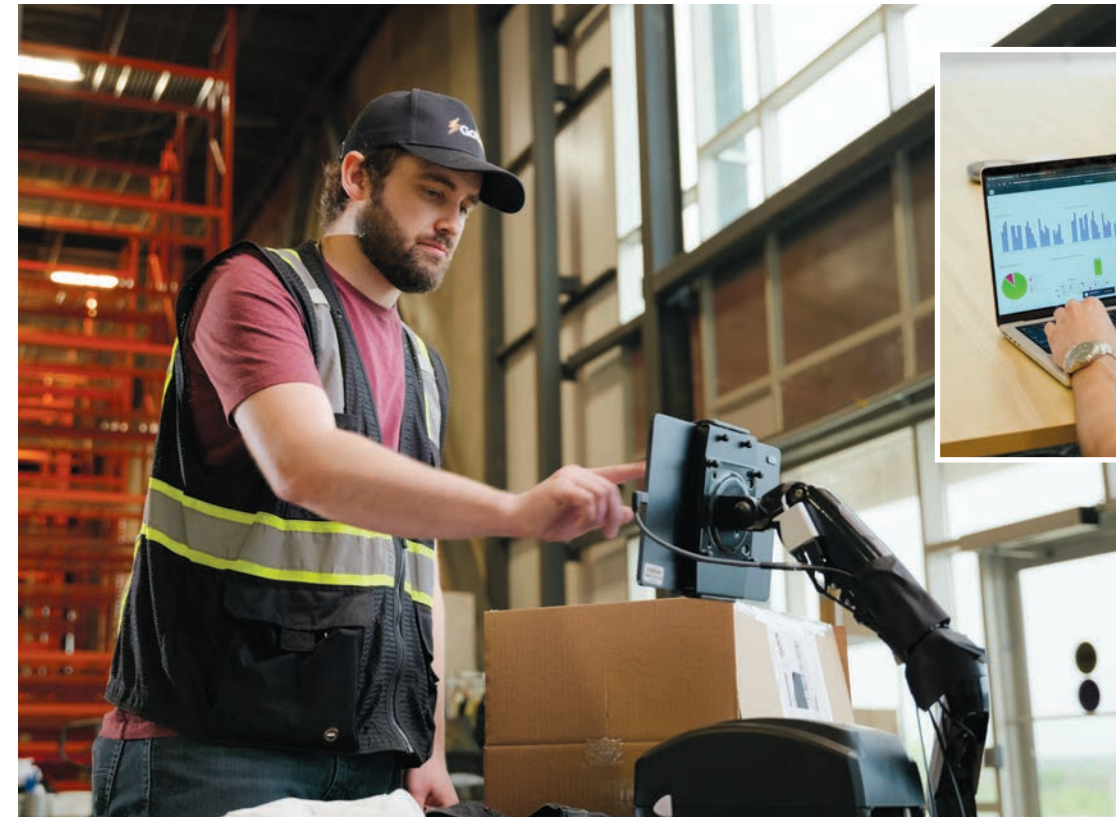
FUTURE PLANS

Over the next three years, Bhattacharya aims to deploy 1,000 electric buses. He’s also exploring taking the BasiGo model into other commercial vehicle markets, such as intercity vans and trucks. “We can take the pay-as-you-drive financing platform and use it to electrify across vehicle sectors and across African markets,” he says.

PHOTO: COURTESY OF BASIGO

The Takeaway

BasiGo is using a combination of financing and asset-management technology to help transform public transportation in East Africa from diesel to electric—potentially cutting up to a million tons of CO2 emissions.



Two Boxes allows companies to assess, process, and redistribute returns faster and to access important data about their inventory.

Two Boxes

Kyle Bertin, MBA 18
CO-FOUNDER & CEO



TWO BOXES IS A REVERSE-LOGISTICS PLATFORM AIMED AT THE GROWING GLUT OF ONLINE RETURNS. THE PLATFORM INTEGRATES WITH BRANDS’ E-COMMERCE SYSTEMS, USING ADVANCED ANALYTICS AND AUTOMATION TO HELP WAREHOUSE WORKERS ASSESS, PROCESS, AND REDISTRIBUTE RETURNS FASTER.

This approach minimizes waste, reduces costs, and helps companies resell items that get lost in warehouses.

“Everything in a fulfillment center, from the facility design down to the software, is about sending an item to your house,” Kyle Bertin says. “Most are terrible at dealing with things when they come back because it’s just a totally different process.”

“Everything in a fulfillment center, from the facility design down to the software, is about sending an item to your house,” Kyle Bertin says. “Most are terrible at dealing with things when they come back because it’s just a totally different process.”

HOW IT’S SHAPING A BETTER FUTURE

A report from CleanHub.com shows customers return up to 30% of online purchases, and over 9.5 billion pounds of those products end up in landfills. Clothing returns alone released the same

PHOTOS: COURTESY TWO BOXES (3)

“Everything in a fulfillment center, from the facility design down to the software, is about sending an item to your house. Most are terrible at dealing with things when they come back.”

emissions as 3 million cars in the U.S. Two Boxes aims to enable a circular economy, or “recommerce,” ensuring that more products are reused or resold.

“When we go into the warehouse, there are backlogs of returns—literally piles and piles and piles, because this process is just so slow,” Bertin says. “All these returns end up taking a ton of time to be processed, and a lot of them just end up being landfilled.”

WHY INVESTORS ARE EXCITED

U.S. e-commerce is a \$1 trillion business with about \$250 billion returned—a rate growing up to 30% each year, Bertin says.

Two Boxes processes returns for retailers up

LEARN MORE
Discover how Two Boxes works.





Jose Alonso (second from right), stands next to one of Caldo's robotic machines. Their compact devices require only 1 to 7 square feet of floor or table space.

to three times faster and enjoys 100% pilot-to-subscription conversion rates, with all customers expanding service within 90 days. In September, the company doubled its value with a \$5.3 million funding round for a total of about \$10 million raised over two years.

"At the end of the day, Two Boxes drives efficiency in return operations and helps returns become an asset instead of a liability for everyone involved," Bertin says.

FUTURE PLANS

Bertin wants to give companies better visibility into product returns and even flag customers who are serial returners using Two Boxes' data. Long term, he hopes to power return facilities from the ground up.

"Two Boxes will be the best machine on Earth to process returns from any brand closest to where those returns are initiating to drive benefits for everybody," he says.

LABOR CHALLENGES

Caldo

Jose Alonso, MBA 19
CO-FOUNDER & CEO

CALDO OFFERS A ROBOTICS-AS-A-SERVICE subscription to help high-volume commercial kitchens automate repetitive tasks, from portioning and packaging ingredients to assembling full meals. The robotic systems are also used to produce large batches of grab-and-go meals for grocery stores, corporate campuses, airports, and hospitals.

"We're leaning into robotics to take care of the portioning work ahead of time, which frees up labor to do more on-demand cooking closer to the moment an order comes in," says Jose Alonso.

HOW IT'S SHAPING A BETTER FUTURE

Today, 80% of U.S. restaurants are understaffed

PHOTO: ALISON VINA

↑ CONNECTIONS

Jose Alonso built the first prototype with the help of UC Berkeley mechanical engineers. While still at its "idea stage," Caldo became one of 12 finalists in UC Berkeley's LAUNCH accelerator program.

by an average of four employees with about a million unfilled jobs and turnover rates of up to 150%. At the same time, food service operators are struggling with rising labor and raw material costs. Caldo's technology addresses both challenges while also reducing food waste, improving consistency, and freeing up kitchen staff to take on more meaningful tasks.

"Food service businesses need to rethink how they do things," Alonso says. "Rather than having a person count and bag shrimp, it's better to have that person walk an order out to a customer with a smile to ensure they come back."

WHY INVESTORS ARE EXCITED

Having raised \$2.5 million so far, Caldo offers the \$825 billion food service industry an affordable modular solution that's capable of handling as many tasks as operators need with a minimal footprint. Unlike other robotic solutions that require a full kitchen rebuild or a huge amount of space, Caldo's products can be plugged into any kitchen and be up and running in hours, not months. Caldo designs and manufactures all of its hardware and software in-house, which allows for customized features on a product that requires no construction and only 1 to 7 square feet of floor or table space.

"We're challenging the traditional hardware model," Alonso says. "Building new robotic kitchens won't solve the existing labor crisis in our industry—empowering people to produce more with smart tools will."

FUTURE PLANS

With a growing waiting list and signed customers with hundreds of locations, Caldo is kicking off another round of seed funding with the intention of growing its staff and refining its supply chain. It's also gathering back-of-the-house kitchen data to help operators improve supply chain and inventory management.

Honeit

Nick Livingston, MBA 14
CO-FOUNDER & CEO



PHOTO: COURTESY HONEIT

HONEIT IS AN AWARD-WINNING, end-to-end talent screening and interview intelligence platform. Honeit automates interview scheduling, note-taking, call summaries, candidate presentations, and interview feedback to remove weeks from the hir-

"Building new robotic kitchens won't solve the existing labor crisis in our industry—empowering people to produce more with smart tools will."

ing process. Rather than just recording interviews, Honeit uses AI to transcribe, parse, index, tag, and summarize phone, voice, and video calls into structured interview data and talent intelligence. Using Honeit, recruiting and hiring teams can cooperatively assess candidates through real-time interview data and interview collaboration.

Nick Livingston says the idea bubbled up while pursuing his MBA and working as head of recruiting at Haas startup TubeMogul. "We realized that the interview process is pretty inefficient, redundant, and repetitive," he says. "There are limited interview data or insights captured throughout the interview process. So how do companies get better at it?"

HOW IT'S SHAPING A BETTER FUTURE

Today, 75% of U.S. employers are struggling to fill job vacancies—the second-highest figure on record since surveys began in 2006—and the number of employers reporting labor shortages (38%) has almost doubled since 2015, according to ManpowerGroup. In the past 10 years, 2.4 million industrial jobs went unfilled in the U.S., costing the economy \$2.5 trillion, according to McKinsey estimates.

In some cases, AI is adding to the problem with fake resumes and cover letters. Human conversations that verify, validate, and authenticate candidates are the best way to address these challenges, but old-school back-to-back interviews only add to the cost and backlog. Honeit's tech reduces the traditional linear interview process from weeks to days and uses AI to quickly surface important highlights that can be shared with the hiring team, allowing companies to fill openings faster.

"With AI, we're almost back to the basics, where we do really need to talk to someone to verify and validate that they really do know what they say they know," Livingston says.

WHY INVESTORS ARE EXCITED

The global candidate skills assessment industry generated \$2.3 billion in 2022 and is anticipated to generate \$7.4 billion by 2032. Although self-funded to date, Honeit is open to outside investment in the future as it expands into new markets and services in this fast-growing sector.

↑ CONNECTIONS

The Honeit team was part of SkyDeck, and with help from SkyDeck staff, mentors, fellow teams, and alumni, they navigated two major company pivots.

LEARN MORE
Watch one of Honeit's interactive candidate presentations.



LEARN MORE
See a Caldo machine in action.

LEARN MORE

See how Skillfully works.



FUTURE PLANS

The company is already working with some big names, such as Whole Foods and Holland America. But now Livingston says it plans to branch out into the services side of hiring and “leverage our technology to help companies recruit, evaluate, and hire the right talent faster.”

Skillfully

Brett Waikart, MBA 20
CO-FOUNDER & CEO



SKILLFULLY USES AI-POWERED simulations to help companies identify, assess, and hire based on skills rather than traditional resumes and degrees. This desktop-based system helps employers tap into underrepresented talent pools while letting candidates demonstrate their skills and abilities.

“The simulation may be a particular task, a workflow, an interaction, or a conversation with a colleague or customer,” Waikart says. “Because we have so many individual large language models all acting in concert, that simulation is interactive; it’s dynamic; it’s responsive, and it changes every time you take it.”

HOW IT’S SHAPING A BETTER FUTURE

Today, 87% of companies either have skill gaps or expect to within a few years, according to McKinsey. At the same time, people with a lower socioeconomic status are 32% less likely to land managerial roles. Waikart says that’s partially because the old way of recruiting was for employers to narrow their hiring pool to resumes from the top 25 schools. By focusing on skills-based assessments, Skillfully levels the playing field and ensures employers are hiring capable workers from the outset, no matter where they may have learned their skills.

“Basic inertia pushes employers to hire from where they hired before,” Waikart says. “But the American dream is that no matter where you come from...that with hard work, with education, you can put yourself into a better economic class.”

WHY INVESTORS ARE EXCITED

Having just raised \$2.5 million in seed funding, Skillfully reduces hiring costs by 78% and shortens hiring cycles by 50%. Waikart says the platform’s increasingly powerful AI simulations are “infinitely customizable” for the growing \$220 billion staffing and recruitment market.

FUTURE PLANS

Waikart wants to expand Skillfully’s customer base

to schools and training organizations, which can use the simulations to assess students’ aptitude. He also foresees a time when skills-based assessments fundamentally transform the workplace. “We have the ability to not just recognize those skills but reorganize workforces around skills—not around resumes, not around job titles, maybe not even around org charts,” he says.

MARGINALIZED COMMUNITIES

Dost Education

Sneha Sheth, MBA 16
CO-FOUNDER & CEO

EDTECH NONPROFIT DOST EDUCATION AIMS to address high levels of illiteracy in India by reaching children ages 0-6. Dost, which means “friend” in Hindi, provides preschool teachers with “talk, care, and play” workshops, training, toolkits, and activities designed to nurture holistic

PHOTO: ALISON YIN



Sneha Sheth is using technology to train India’s preschool teachers, who then encourage parents to create learning engagement at home.

Dost aims to break the cycle of illiteracy and build a sustainable, community-driven support system for parents and educators.

childhood development. Teachers then encourage parents to use Dost’s free learning lessons on literacy, numeracy, and social-emotional skills delivered via mobile phone in the form of daily one-minute phone casts or WhatsApp channel.

“We’re trying to use tech to create more in-person engagement between a parent and a child so that it’s joyful, it’s fun, it’s easy to actually help your child learn at home,” Sneha Sheth says.

HOW IT’S SHAPING A BETTER FUTURE

In India, 100 million parents are illiterate and half of all fifth graders can’t read a sentence. Recognizing this, the Indian government has placed a strong

PHOTO: COURTESY DOST EDUCATION



emphasis on addressing these foundational gaps through initiatives like the National Education Policy (NEP) and the NIPUN Bharat Mission—national frameworks that aim to provide every child access to quality education.

Dost empowers teachers and parents with the digital tools and skills they need to support early childhood development. Using technology, Dost aims to break the cycle of illiteracy and build a sustainable, community-driven support system for parents and educators alike. This approach not only addresses the gap in access to quality education but also empowers parents to help kids learn. Sheth says 99% of Dost’s user base has never had access to any parenting support before, highlighting a critical gap in the country’s educational ecosystem. As the government continues to roll out its ambitious policies, programs like Dost are key to realizing the vision of an educated and empowered nation.

“We’re trying to hit the root cause of illiteracy, which is those early years,” Sheth adds. “In those first six years, 90% of your brain develops. So, we said, ‘How can we support kids then?’ And the easiest way to do that is to support their parents.”

WHY DONORS ARE EXCITED

With early Y Combinator cred and partners like the LEGO Foundation and UNICEF, Dost has a growing number of strategic governmental partnerships, which has helped it reach 700,000 children so far and grow its budget to \$1.5 million a year.

“In the first few years, we were reaching parents very directly,” Sheth says. “Now we’re the trainers

LEARN MORE

Read about families impacted by Dost and get a glimpse of it in action.



The Takeaway

Skillfully uses AI-powered simulations to assess prospective employees’ skills rather than relying on traditional resumes and degrees to level the employment playing field.

CONNECTIONS

Sneha Sheth and co-founder Sindhuja Jeyabal, MIMS 16, developed Dost through Haas’ Social Lean LaunchPad course. The startup then won the 2016 Big Ideas competition along with second prize at UC LAUNCH.



LEARN MORE
Take a closer look at HOPO's science.

of the people who do the work. So it moves faster and scales faster.”

FUTURE PLANS

As Dost approaches its 10-year anniversary, it's looking to raise \$5 million, create coalitions that bring more financing and investment into early childhood education, and explore how AI might fit into the framework.

HOPO Therapeutics

Hannah Weber, MBA/MPH 23
CO-FOUNDER & VP, STRATEGY AND BUSINESS DEVELOPMENT



BIOTECH COMPANY HOPO Therapeutics is developing treatments for heavy-metal poisoning and pioneering novel methods for radioisotope delivery, using technology licensed from Lawrence Berkeley National Laboratory.

The innovative approach uses oral chelation therapies to bind harmful metals such as lead and uranium, allowing the body to safely excrete them. This method provides a simple, accessible solution for people exposed to environmental toxins. HOPO's flagship drug candidate, HOPO-101, targets and removes specific toxic metals without disrupting the body's essential minerals.

HOW IT'S SHAPING A BETTER FUTURE

HOPO Therapeutics is addressing the immediate unmet need of lead poisoning, a critical global health issue that causes neurological dysfunction, organ damage, and developmental issues in children and is most prevalent in low- and middle-income countries (LMICs), according to the U.S. Agency for International Development. In fact, it's estimated to cause 1.5 million deaths annually and cost LMIC economies \$1 trillion each year. Approximately 1 in 3 children suffer from elevated blood levels, which is responsible for children in LMICs losing an average of 6 IQ points per child. In the U.S., nearly 500,000 children ages 1 to 5 are estimated to have elevated blood levels, which disproportionately affect low-income and minority populations, according to the National Institutes of Health.

“It's shocking once you start looking into it,” Hannah Weber says. “Current therapies must be given under careful supervision in a hospital and can be difficult to acquire. We see this as an access and inequity crisis in need of a better solution.”

WHY INVESTORS ARE EXCITED

Along with being able to address a global health cri-

sis, investors are drawn to HOPO Therapeutics' dual use technology and solutions for mitigating the risk of radiation poisoning in a nuclear disaster. In October, HOPO Therapeutics was awarded a contract of up to \$226 million from the Biomedical Advanced Research and Development Authority (BARDA) to advance HOPO-101 as a treatment for radiological threats and other types of heavy-metal poisoning.

Lead poisoning [is] a critical global health issue that causes neurological dysfunction, organ damage, and developmental issues in children and is most prevalent in low- and middle-income countries.

FUTURE PLANS
HOPO is exploring using its tech in the emerging field of radioligand therapy, which delivers radiation to targeted cancer cells.

“We're all excited to see the scope of the amazing technology that's been built at Berkeley—and to see where we can go with it,” Weber says.

LegWorks

Emily Mochizuki Lutyens, MBA 13
CO-FOUNDER, FORMER CEO & BOARD MEMBER



LEGWORKS PROVIDES affordable, durable, and high-performing prosthetics to all amputees, regardless of their ability to pay. Its flagship product is a patented prosthetic knee joint with global

approvals. By partnering with organizations in developing countries while using its profits for a tiered pricing model, even the poorest amputees can access the prosthetic.

“We weren't founded to try and tap into the prosthetics market in the United States and make as much money as possible. We were founded in order to revolutionize access in the developing world,” Emily Mochizuki Lutyens says.

HOW IT'S SHAPING A BETTER FUTURE

In the developing world, being an amputee is a stigma that often prevents kids from going to

PHOTOS: HOPO THERAPEUTICS; COURTESY LEGWORKS



In the developing world, amputees are often stigmatized. LegWorks provides affordable, durable, and high-performing prosthetics to all amputees, regardless of their ability to pay.

school and adults from finding work. Yet, 90% of those amputees lack access to prosthetic devices. High-end prosthetic knees cost around \$50,000—well out of reach for those in developing countries, not to mention many in the developed world with limited insurance options. LegWorks' mechanical product, along with its blended pricing model, allows the company to provide subsidized knees at a fraction of the cost. Its partnerships with a variety of NGOs have led to distribution in 19 different developing nations.

“I've always felt this divide between for-profit and nonprofit is a binary divide that isn't going to make the world a better place,” Lutyens says. “That's why I went to Haas—for a good business skill set I could apply to changing the world.”

WHY INVESTORS ARE EXCITED

Currently looking for a buyer, LegWorks offers impressive results: 95% of users prefer the prosthetic over competitors, it requires 40% less energy, and it results in 30 times fewer falls. Even with subsidies, it enjoys 60% gross margins, and the global market remains massive.

“I don't know any other company that successfully reaches both markets—developed and developing,” Lutyens says.



FUTURE PLANS

Lutyens wants to take her experience building LegWorks and help other entrepreneurs develop smarter tactics to create impact-oriented startups. As an undercapitalized social enterprise, LegWorks couldn't afford a full-time COO. She hopes to bring a focus to the importance of having a COO integrator—someone who holds people, processes, systems, priorities, and strategies accountable to achieve company-wide goals—in such ventures.

“I'd like to convince the world of philanthropy, impact investors, and foundations that the role of a COO integrator is something they should invest in, instead of just investing in the CEO founder,” she says. **HAAS**

CONNECTIONS

Lutyens honed LegWorks' model in Haas' Global Social Venture Competition.

The Takeaway

HOPO Therapeutics is developing an innovative drug to safely remove heavy metals from the body, addressing a global health crisis that causes 1.5 million deaths annually.

The Takeaway

LegWorks uses a tiered pricing model and strategic partnerships to make prosthetics affordable and available to amputees in the developing world.

CASTAÑEDA INNOVATION FORUM

Practice Tracks

SEARCH - Exploration Phase

TEST - Idea to validate

BUILD - Validated business model

Self-Awareness = SUPERPOWER

What drives you?

What keeps you moving?



MAKING SPACE

New eHub enhances robust innovation and entrepreneurship offerings at Haas

BY CAROL GHIGLIERI

PHOTOS BY BRITTANY HOSEA-SMALL

Dawn McGee (shown standing at whiteboard), the eHub's executive director, curated and designed the eHub's wide range of programming and events.

HAAS AND BERKELEY HAVE LONG BEEN BREEDING GROUNDS FOR ENTREPRENEURS,

and PitchBook rankings published earlier this year prove it. UC Berkeley ranked the top university in the world for the number of undergraduate alumni founders and the number of venture-backed companies founded by undergraduate alumni over the past 10 years. Women founders also topped the list, ranking first in number of founders, number of venture-backed startups, and capital raised. Among MBA startups, Haas was in the top 10, with 482 companies and \$17.5 billion in capital raised. Meanwhile, a new study by Stanford's Venture Capital Initiative revealed that Haas has 2.8 founders of U.S. unicorns (companies with a billion-dollar valuation) per 1,000 full-time MBA graduates—that's almost one in every class!

Some of the most successful companies arise when founders from different disciplines partner in productive ways to tackle society's biggest challenges. In *Poets & Quants'* 2024 list of the 100 highest-funded MBA startups, the seven Haas companies making the list—including transportation company Kyte, payment infrastructure company AtoB, and therapeutic company Catena Bioscience—feature co-founders skilled in business but also engineering, technology, and biotechnology.

Now, students across Berkeley have a new home to find one another: The Entrepreneurship Hub (eHub) at Haas provides space and programming to help entrepreneurs and those curious about it to connect, build, and be discovered. The eHub also serves as a gateway, helping students navigate UC Berkeley's scores of innovation opportunities by crafting personalized pathways for them.

It's one part of a dynamic ecosystem, which also includes a robust curriculum, world-class accelerator, and groundbreaking faculty research that Haas has developed to bring society-changing ideas to life.

THE NEW MEETING PLACE FOR ENTREPRENEURSHIP

Haas' new eHub was designed to simplify navigating the vast array of innovation resources on campus and to provide easy access to support and mentorship. Programming has already begun, while the new space, located on Piedmont Avenue in a historic Julia



Morgan building adjacent to Haas, is slated to open this winter. The eHub serves as an entry point, a gathering place, an incubator, and a launching pad, demystifying entrepreneurship and making it more accessible for all Berkeley undergraduate and graduate students, whether they're already passionate about starting a company or simply curious about the idea—what eHub Faculty Director Saikat Chaudhuri refers to as “entrepre-curious.”

“We have a special focus on the entrepreneurial, because we need to lower the barriers for doing great things,” Chaudhuri says.

The eHub's renovated three-story building includes meeting areas and workspaces to host a wide range of programming. A series of signature events provides opportunities to learn, practice entrepreneurship, and socialize. For students ready for something more extensive, there are three semester-long practice tracks—SEARCH, TEST, and BUILD—to engage them more deeply.

The SEARCH track is designed for students who don't yet have an idea to work on, says Dawn McGee, the eHub's executive director, who curated and designed its activities. “Students search for a problem worth solving. Something that's meaningful enough to them that it motivates them to do the work that's required of an entrepreneur,” she says. Once they've selected a problem they care about,

they engage in brainstorming sessions to find solutions exciting enough to motivate testing.

Students who already have ideas can join the TEST track, where they gather a body of evidence about their venture's desirability, feasibility, and viability.

The BUILD track, for students with evidence to support building their business model, offers hacking sessions with other participants to move through tasks that are hard to get done. BUILD students are also matched with a mentor who provides advice and support, and, says McGee, holds mentees accountable to their goals over the course of the semester.

In addition to Chaudhuri and McGee, the third key player at the eHub is Navigator Karenna Rehorn. Rehorn talks to students about their interests and determines next steps. “Many students simply need a pathway highlighted to get started pursuing what they're interested in,” Rehorn says.

Students are often surprised to learn that the navigator is an actual person, rather than AI. But Rehorn is indeed real, and they're committed to helping students understand the many resources available to them.

“The advising piece plus the eHub practice opportunities open doors for students to explore entrepreneurship in a way that is not currently available on the Berkeley campus,” Rehorn says.

BRINGING AN IDEA TO LIFE

Transforming the iconic Julia Morgan house on Piedmont Avenue into a hotspot of innovation took imagination, passion, and a strong financial commitment from many people. Members of the Haas School Board have been among the eHub's greatest champions and have made significant financial gifts to bring it to life.

Elena Gomez, Haas' Board Chair, says the commitment to the eHub goes back to first principles. “Our ambition is always to drive excellence,” she says. “As donors we want to graduate some of the best students in the world at Haas and continue our entrepreneurial spirit for decades to come.”

Among the many donors who made the eHub a reality, these supporters led the way with gifts of \$250,000 or more.

Elena C. Gomez*, BS 91 & **Juan L. Gomez**

Janelle J. Grimes, BA 86 (political science) & **Michael D. Grimes**, BS 87 (electrical engineering and computer science)

Mikiko & Haruki Satomi*, MBA 12

Ellen D. Chan, BA 73 (computer science) & **Anthony Y. Chan***, BS 74

Maxwell A. Graham & Gail J. Maderis, BS 78

Melody H. & Jerald M. Weintraub*, BS 80, MBA 88

Carol K. Meyer*, BS 69, MBA 71

Lori G. Edelstone, BS 84 & **Mark L. Edelstone**, BA 83 (political economy)

Matthew S. Levin*, BS 88

Marisa M. & Brett J. Wilson*, MBA 07

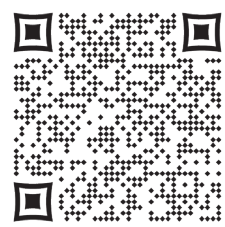
**Haas School Board member*

The eHub, where students gather to envision the future, is the brainchild of former Dean Ann Harrison, who embraced innovation and positioned Haas to be “the heart of what's next,” a community committed to transforming business to tackle the world's greatest challenges.

“We have a special focus on the entrepreneurial, because we need to lower the barriers for doing great things.”

—Saikat Chaudhuri
eHub Faculty Director

VIEW MORE OF THE eHUB.



↑ CONNECTIONS

Kyte was co-founded by Ludwig Schoenack, MBA 19; AtoB was co-founded by Tushar Misra, MBA 20; and Catena Bioscience was co-founded by Geo Guillen, MBA 21.

↑ The Takeaway

The eHub positions Berkeley Haas as a leading destination for entrepreneurs, helping to attract and retain top students and faculty.

TEACHING A LEAN CURRICULUM

Before Rhonda Shrader, MBA 96, became the executive director of the Berkeley Haas Entrepreneurship Program (BHEP), she founded several companies. As exhilarating as that may have been, she says teaching at Haas is truly her sweet spot. “I found my passion helping students and early-stage founders do it better than I did,” she says.

Doing it better entails using a different methodology from the one Shrader learned when she was getting her MBA. “We don’t do business plans anymore because those become obsolete the second you step out the door,” she says. Instead, Shrader and her co-faculty teach the Lean Launch-Pad method, pioneered by Steve Blank at Haas in 2011. Shrader likens the method to teaching students to fish rather than simply giving them a platter of sushi. Courses like Lean Transfer provide a set of tools and skills to help students nail down a viable product/market fit. Keys to the approach are talking to people outside the classroom, testing out hypotheses, and incorporating feedback. “It’s really about applying the scientific method to business,” Shrader says.

In addition to coursework, BHEP oversees several experiential offerings that support students and early founders as they advance their ventures. These include Berkeley StEP, a 10-week pre-accelerator that’s run by Haas alumni; the U.S. National Science Foundation I-Corps, which helps to commercialize technology from students and faculty across campus; and UC LAUNCH, a

UC-wide startup accelerator that guides ventures from prototype to pitch.

The results speak for themselves. As noted above, seven teams from Haas made this year’s *Poets&Quants* list of the top 100 MBA startups, which tracks current MBA students and alumni up to five years out, and last year’s list had nine Haas teams. Ten years ago, before the Lean method began bearing fruit, the number of Haas teams on the list was zero.

The methodology isn’t the only thing that’s changed at Haas for budding entrepreneurs. Today’s future founders are tackling a different set of problems, many of which are challenges created by new technology. Just one example: Ghazaleh Sadooghi, MBA 25, and Mo Zadeh, MIMS 16 (Berkeley’s School of Information), co-founders of Rumi Technologies, are solving the problem of AI policy enforcement in classrooms (see p. 14). The startup won last year’s UC LAUNCH accelerator. Shrader says that Haas students are “increasingly focused on solving urgent problems with huge impact.”

TAKING OFF WITH SKYDECK

Another central player in Berkeley’s entrepreneurship offerings is Berkeley SkyDeck, a startup accelerator that was formed in 2012 as a partnership between Haas, the College of Engineering, and the Office of the Vice Chancellor for Research. Since 2014, it has been led by Caroline Winnett, MBA 90, who this year was named to the *Forbes* 50 over 50 list for her influential work there.

Twice yearly, some 20 startups are selected for SkyDeck’s intensive, six-month program to prepare them to raise their first round of investment from Silicon Valley venture capitalists. Cohorts have access to 700 advisers and an alumni network that’s 500,000 members strong.

Each of the companies receives \$200,000—an amount that’s doubled in the past few years—which comes from the SkyDeck Fund, a dedicated partner that invests in the startups and gives 50% of its profits back to the university in a unique public-private partnership. “No other university does this that we’re aware of,” Winnett says. “We’re looking for the next Tesla, Apple, Google, and when those startups emerge and exit, get acquired, or go public, we’re just imagining how powerful that funding will be to support education.”

Until recently, SkyDeck limited applications to companies affiliated with Berkeley or international startups. But Winnett says that’s no longer the case. Today, any startup is free to apply, although Berkeley alumni and faculty are given priority.

While the accelerator selects more mature startups that are ready to attract VC funders, SkyDeck’s four-month incubator program, Pad-13, works with

The eHub includes flexible space designed for students to work on their ventures as well as to host small events and gatherings of student-led entrepreneurship clubs. The eHub also houses offices for individual and team mentorship, customer discovery calls, and meetings.



A new study by Stanford’s Venture Capital Initiative revealed that Haas has 2.8 founders of U.S. unicorns (companies with a billion-dollar valuation) per 1,000 full-time MBA graduates—that’s almost one in every class!

The eHub offers space for Berkeley students to collaborate; build a startup; and be discovered by connecting with and pitching to alumni, mentors, and investors.

early-stage ventures focused on growing and preparing themselves to apply to the accelerator program.

SkyDeck also works extensively throughout the international entrepreneurship ecosystem to empower startups and founders worldwide. For example, SkyDeck and JETRO, a branch of the Japanese government, have a meaningful partnership to support founders from Japan to grow their startups. In 2021, SkyDeck launched a Milan-based program, helping founders focused on getting traction and fundraising in Europe.

RESEARCH IMPACTING BUSINESS

We often think of entrepreneurship as synonymous with disruption. But not all startups disrupt or even intend to. For some entrepreneurs, says Associate Professor Abhishek Nagaraj, being acquired by a large company rather than displacing it may be the end goal. Nagaraj says this insight, gleaned from his own and others’ research, forms the foundation of his MBA course, Entrepreneurial Strategy.

Nagaraj is a member of Haas’ Entrepreneurship & Innovation Group, a faculty research group chaired by Professor Toby Stuart that conducts research through a multidisciplinary lens aimed at practical applications. “Too often entrepreneurs and policy makers

rely on selected anecdotes on ‘what works,’” Nagaraj says. “And too often, this advice isn’t grounded in systematic data.” Research can help uncover generalizable patterns that can lead to better policy and managerial advice. He notes, for example, that research has helped to uncover systematic gender biases in the hiring and investing process and to identify specific mechanisms to address them.

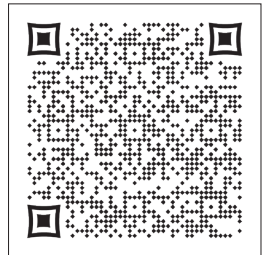
In one of Stuart’s current projects, he’s examining what he terms “an inversion of the age pyramid” when it comes to startup founders and whom they hire. “We’ve seen a radical change in who’s on top,” Stuart says. “If you look at the most valuable companies in the world, they’re tech companies, and many of them have been started by relatively young founders,” who then go on to recruit young teams and hire young executives. “So you end up with a very different age distribution. And it has lots of effects.”

SECRET SAUCE

Understanding innovation from all angles gives Haas the edge when it comes to entrepreneurship. But equally important are its inclusive atmosphere, groundbreaking curriculum, and commitment to training principled business leaders. Together, they help Haas drive some of the most consequential innovation in the world. HAAS

BEYOND YOURSELF, ENTREPRENEURSHIP EDITION

Haas entrepreneurship thrives because of our strong community. Learn many ways that alumni can help.



The Takeaway

A new \$15 million NSF grant will bridge the gap between academia and entrepreneurship at eight public West Coast universities. Berkeley will serve as the lead institution for this new NSF Northwest Region Innovation Corps Hub.

The Takeaway

Haas first offered an entrepreneurship course in 1970, one of the first courses of its kind to be taught at a b-school. Berkeley and Haas have been at the center of the subsequent entrepreneurship revolution.

The Takeaway

The Berkeley Haas Entrepreneurship Program offers curriculum-driven learning for students and faculty. SkyDeck is an accelerator for established startup concepts. The eHub serves students at any level.

‘I’ve Always Wanted to Be Helpful’

TOP CIVIL RIGHTS ATTORNEY JOHN BURRIS, MBA 70, CHAMPIONS A WORLD WITHOUT DISCRIMINATION AND POLICE BRUTALITY.

By Jeneé Darden | Photo by Meika Ejiasi



John Burris, MBA 70, at his law firm Burris Nisenbaum Curry & Lacy in Oakland, California. Behind him hang framed reminders of his successful career as a civil rights attorney.

JOHN BURRIS APOLOGIZES FOR arriving several minutes late to this interview. The 79-year-old civil rights attorney sits in an office chair of his law firm Burris Nisenbaum Curry & Lacy in Oakland, California, wearing a navy suit and a tie with diagonal stripes in different shades of purple. Behind him hang framed newspaper clippings from his 40-plus-year legal career as well as plaques honoring his service in mentoring youth and sponsoring Little League baseball teams. Burris just wrapped another media interview. His firm has made headlines for winning a \$7.5 million settlement against the city of Antioch, California, in the Angelo Quinto case. Quinto, 30, was a Filipino American and a Navy veteran. In 2020, his mother called the police while he was in a mental health crisis. Quinto died from asphyxia after Antioch police restrained him by kneeling on his neck for five minutes.

“This is a situation where [the police] did not have to do what they did,” says Burris, who specializes in police misconduct. “We know the cops have the responsibility to do their job, but the question is how you do that job. Holding them accountable is my responsibility.”

Burris has represented more than 1,000 victims of police misconduct, some of whom were high profile and some of whom barely made the news. He was part of Rodney King’s legal team and helped him win a \$3.8 million judgment in 1994 after being brutally beaten by four Los Angeles police officers. Burris also represented the family of Oscar Grant, who was killed by a BART police officer on New Year’s Day in 2009, a story depicted in the film *Fruitvale Station*. BART settled with the Grants for \$2.8 million.

Regardless of the client, Burris’ tireless devotion to ending racial disparity and police brutality has brought more than just awareness and discussion about important topics. He’s affected real change that’s benefited civilians and improved police departments.

Former Oakland Mayor Elihu Harris, MA 69 (public administration), a longtime friend and colleague of Burris, says Burris’ passion for justice and courage for winning difficult cases has made him one of the top civil rights attorneys in the nation today—and one of the few, he says, willing to represent the underdog against power-



Left: Burris (in red) with his 6-year-old-son and Black MBA classmates in 1970. Right: Burris and his wife, Cheryl, with President Obama (top) and President Biden (bottom).

ful entities with a lot of resources, like the police and corporations.

“Trial lawyers who fight for the underdog are like gunslingers. You have to have a high level of confidence in yourself and certainly in your case,” Harris says. “It’s always an uphill battle because [powerful entities] sometimes have a hundred lawyers. ... But John has never wavered from his willingness to ... fight for his clients regardless of their economic circumstances or anything else. And that’s ... a very rare kind of lawyer.”

LESSONS IN DISPARITY

Burris’ interest in civil rights began in his youth. The oldest of six, he was born and raised in Vallejo, California. His father worked in the shipyards after serving in the Army Air Corps, and his mother was a psychiatric nurse at Napa State Hospital. They also did field work and looped their older children into picking fruit. It was an early lesson for Burris.

“My interest [for law and justice] was sparked by what I saw working in the fields—the disparity,” he says. “I really disliked the fact that there were bosses over us dictating how we lived our lives and how we worked. I felt like a slave hand.”

He also took notice of disparity in education when he and his sister left their Black school and integrated into an advanced placement elementary school that was all white. White schools, he

recognized, had more resources than his former Black school.

“I really could see injustice early,” Burris recounts. “I could see Black kids didn’t have good [baseball] fields. I could see the world was different, and that stuck with me.”

Burris’ child eyes widened even more to racism in 1955, when he learned of a tragedy that rocked the nation. Fourteen-year-old Emmet Till traveled from Chicago to visit family in Money, Mississippi. After a white woman alleged Till was flirting with her, two white men kidnapped, beat, shot, and threw Till into a river. Till’s mother intentionally held an open-casket funeral, and photos of Till’s bloated and beaten body circulated in newspapers and magazines, galvanizing the Civil Rights Movement.

“That was traumatic,” Burris says. “I’m a 10-year-old at the time, and I couldn’t understand it. How could this happen? Could this happen to me? It was probably the modern-day George Floyd movement for young kids.”

Till’s murder drove Burris to dive into newspapers. He began following the Civil Rights Movement and other injustices in the South. The news showed a world unlike his Bay Area community where he got along with Black and white kids.

“Those stories had a dramatic impact on me because it let me know that life was different,” Burris says.

“Business school ... gave me a vision of myself in terms of activism, the importance of connecting with groups, how to resolve conflicts, how to disagree without being disagreeable, and [how to be] an advocate for your positions.”

Engaging with Black and white kids and reading about Black lawyers like Thurgood Marshall helped Burris see there was a bigger world outside of his Vallejo community. Attending a white school where he competed with other kids boosted his self-esteem.

“It truly made me know that I was as smart as anybody else,” he says. After graduating from high school, his father drove him to the shipyard to apply for a journeyman job, but Burris wouldn’t get out of the car.

“I said, ‘I’m not doing this. I’m going to college. Period.’”

EDUCATION AND ACTIVISM

Burris graduated from Golden Gate University in San Francisco with an accounting degree, which he pursued because he was good at math

PHOTOS: MEIKA ETIASI (2)

↑ CONNECTIONS

Burris received great inspiration from his mentors, including Berkeley Law School alumni Judge Thelton Henderson, Judge Clinton White, and Judge Henry Ramsey, who was also his law professor.



Left: Burris with Wanda Johnson, mother of Oscar Grant, who was killed in 2009 by BART police officers. BART later settled the civil lawsuit for \$2.8 million. Right: Burris and David Harrison, the cousin of California rapper Willie McCoy, who was fatally shot in 2019 by police while sleeping in his car. Burris helped the family win a \$5 million lawsuit against the city of Vallejo.



PHOTOS FROM LEFT: ZUMA PRESS, INC. / ALAMY STOCK PHOTO; SCOTT MORRIS / ALAMY STOCK PHOTO

“The big advance is cameras, body cams, cell phones. So now you don’t have people who are afraid to acknowledge that police do bad things.”

and people in his community recommended he become a bookkeeper. In 1967, one of the biggest accounting firms in the country at that time, Haskins & Sells, hired then 22-year-old Burris to work in their San Francisco office. Burris says he was the first Black accountant to work for a national CPA firm in San Francisco.

He stayed with the firm for two years but became restless. The assassinations of Dr. Martin Luther King Jr. and Robert F. Kennedy were an impetus to attend Haas. Between the Civil Rights Movement and the rise of the Black Panther Party, he wanted to do more to uplift the Black community and sought an MBA to learn how to help build Black wealth and economic stability.

“Business school was an important period of time for me because it ... gave me a vision of myself in terms of activism, the importance of connecting with groups, how to resolve conflicts, how to disagree without being disagreeable, and [how to be] an advocate for your positions,” Burris says.

One early cause he championed was as the leader of the campus’ chapter of the Black MBA Association. He and fellow students recruited Black students to Haas. Karen Francisco, MBA 72, was an accounting major at San Francisco State University when she met Burris. She and other Black students at SFSU were unaware that UC Berkeley even had a business school.

“John is one who encourages individuals to stretch themselves and to get involved,” says Francisco. When she and other Black students arrived, Burris and fellow activists created a tutoring program for them.

Haas Professor Dow Votaw noticed Burris becoming more vocal about social justice issues in class and encouraged him to consider a law career. After graduating from Haas, Burris enrolled in Berkeley Law.

A PASSION FOR JUSTICE

A law school internship in Chicago opened Burris’ eyes to police brutality outside of the segregated south, sparking a lifelong crusade that would impact the lives of civilians and police officers alike. In the early 1970s, Illinois Congressman Ralph Metcalf organized a commission to investigate police brutality after his friend, a Black doctor, had been beaten up by Chicago police officers. Burris spent months interviewing victims of police brutality in the city.

“This was like real-life stuff in the North. That was traumatic for me,” says Burris. “So that was

something that I kept in the back of my mind as a sense of outrage. I’m thinking there is something that has to be done about this.”

After finishing law school in 1973, Burris first practiced in the Chicago law firm Jenner & Block and later became an assistant state attorney in Cook County, Illinois. After three-and-a-half years, he returned to the Bay Area to serve as an Alameda County prosecutor. A few years later, he started a law office with his Kappa Alpha Psi fraternity brothers David Alexander and future Oakland mayor Harris. Then another killing of a Black teenage boy further fueled his passion for justice.

In 1979, Oakland police shot 15-year-old Melvin Black multiple times in the back, killing him, while responding to calls of kids shooting on the freeway near Children’s Hospital Oakland.

To quell the community and address the mistrust of police and prosecutors, Oakland’s mayor sought an independent private investigator to review the case. He hired Burris because he’d practiced in both the DA’s office and for a private firm. After his investigation, Burris found that the police behaved improperly and were dishonest about their actions. This case made Burris more interested in “improving the quality of policing and doing civil rights work,” he says. He left the law office he’d started to be a civil rights attorney.

Harris wasn’t surprised by Burris’ move. “Sometimes people do what’s convenient,” he says. “John always tries to do what’s right.”

SYSTEMIC CHANGES

Among his many court victories, the one Burris says will have the most lasting impact is the Riders case. “It was an opportunity to take over the entire police department, review it from top to bottom, and really bring about the kind of changes that are systemic,” he says.

“The Riders” were a group of four rogue police officers active in the 1990s and early 2000s who were on trial for beating civilians, planting evidence, falsifying reports, and more in their pursuit of reputed drug dealers in West Oakland. In a 2003 civil suit litigated by Burris and attorney Jim Chanin, the city settled with 119 plaintiffs for \$10.5 million and agreed to federal monitoring of the police—still ongoing more than 20 years later.

Since the ruling, Burris and Chanin have worked with the federal oversight committee and have drafted 55 tasks the Oakland Police Department must fulfill for changes to police policies in internal and external procedures. These tasks include addressing the use of force, disciplining officers who are dishonest in court, ensuring civilian complaints reach supervisors, and more. The Rid-

ers trial ruling and federal oversight have led to reforms in the OPD.

Several other lawsuits came out of the Riders trial that revealed layers of issues within the Oakland Police Dept. “For example,” Burris explains, “cases where Black men were being strip-searched on the street got declared unconstitutional. We’ve got cases now where people’s houses were being searched without proper search warrants.” Burris co-represented some 100 plaintiffs who were wrongfully served with warrants and, at times, harassed. They settled for \$6.5 million.

While Burris is known for fighting for civilian victims of police misconduct, he’s also represented police officers themselves. “I’ve been very concerned about the disparity of treatment of Black officers within that department. I know that Black officers were being disciplined at a higher rate than white officers,” Burris says. “Well, I’ve been able to put a finger on that and make a real change.” Burris recommended a study by a private independent company that found patterns of racial imbalance within the department. Officers have since received training on implicit bias.

Despite the weight of the cases he carries and the racial tensions in this country, when asked if we’ve made progress when it comes to justice and police misconduct, Burris is upbeat. “Oh absolutely,” he says. “Before Rodney King, I was doing cases, and it was a fight because white people did not accept the notion that police could be so abusive. However, if you go 30 years from then, you have George Floyd [and] all these other cases I’ve been involved in. The big advance is cameras, body cams, cell phones. So now you don’t have people who are afraid to acknowledge that police do bad things. That has made a huge difference.”

ROUNDING THIRD

At 79, Burris isn’t ready to retire yet, nor is he saying when he thinks that day will come.

“I’m not thinking about a number because when I do that my wife might hold me to it,” he jokes. “As I say, I’m rounding third and sliding into home. I’m just not running to get there.”

He credits his wife, the retired law professor Cheryl Amana Burris, for providing him with stability. Their blended family has brought more children and grandchildren into Burris’ life. “Her kids are great,” he says. She’s an East Coast person so that has broadened my sense of the world as well.”

Husband, father, grandfather, famed civil rights attorney, mentor to Bay Area youth for decades—so many roles make up Burris. So what does he want his legacy to be? “I was able to help people,” Burris says. “I’ve always wanted to be helpful.” HAAS

↑ CONNECTIONS

The new John L. Burris Summer Public Interest Fellowship Fund supports rising third-year Berkeley Law students in internships at public interest organizations or government entities focused on police accountability and/or racial bias, inequity, and injustice.

↑ CONNECTIONS

Haas professor Dow Votaw encouraged Burris to think about pursuing law.

↑ The Takeaway

When Burris was unsure if he’d have a thriving law career once he left his Chicago job to return home, a woman said to him, “Young man, don’t worry. Stars shine everywhere.”

Haas Base Camp at Undergraduate Orientation
Interim Dean Jenny Chatman, PhD 88.

Ned Spieker, BS 66, with first-year students.

(Below left) Haas leaders with members of the M.E.T. Program and inaugural Spieker Class of 2028.

(Below right): Michael Grimes, BS 87 (electrical engineering and computer science) talking with students.



South Lake Tahoe

Berkeley

London



Hong Kong

Full-time and Evening & Weekend Orientations
Nuhamin Woldemariam, MBA 22. Photo: Jim Block.

Nick Wobbrock, MBA 15; Kris Cuaresma-Primm, MBA 14; Irene Ibadapo, MBA 17; and Chen Song, MBA 18. Photo: Katelyn Tucker.



Berkeley



Oakland

Los Angeles Chapter Lawn Bowling Event
Alumni gathered at Clark Field for a day of fun.



Los Angeles



Seoul

SHARE

THE HAAS COMMUNITY PAGES

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(Top left): Leading Across Divides Workshop
Emily Miller, MBA 01; Jennifer Liebermann, MBA/MPH 01; and Jennifer Barron, MBA 01.

41 **PROFILE:**
Mary Yee, BS 98

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Jan Shelly Brown, MBA 14

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Harry Goldberg, MBA/MPH 20

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Conexión: Chicana/Latinx Heritage Month Social
Karla Baires, MBA 26; Haas Chief DEI Officer Élide Bautista; and Alejandra Ochoa, MBA 26. Photo: Katelyn Tucker.

Seoul Chapter Send-off Party
Alumni hosted a celebration for admitted MBA students.

ALUMNI NEWS

The Big Question:

What would you consider a win this year (either professionally or personally)?

UNDERGRADUATE

1960

Richard Tavernetti, of Petaluma, Calif., writes, “Living today is a journey of learning, and I recommend not neglecting knowledge from the past. Egyptian King Amasis II (6th c. BCE) asked the philosopher Bias at a sheep banquet to bring him the best and worst pieces of meat and give them to him. Bias plucked out the tongue and gave it to him and was well praised.”

1965

Carl Jacobs, of Woodland Hills, Calif., com-

ments, “I accepted the position of High Holy Day Cantor at Temple Israel of Alameda. I helped organize a three-generation family reunion in Cape Cod, which included 23 people from ages 1 to 80 from Paris, France, and across the U.S.: Boston, New York, Washington, Los Angeles, and Martha’s Vineyard. The highlights were many: the beach, the sunsets over the water, miniature golf, the incredible whale-watching adventure, the Martha’s Vineyard barbecue, making dinners together, but mainly being together. The Boston branch did the heavy lifting.

“After over 7 years, 3½ of which I lived with my partner, I broke off a relationship that was clearly not working and returned to the part of Los Angeles I’d called home for the previous 42 years.”

1966

Herman & Irene Boschken, See MBA 68.

1969

Rowland Reeves, Sacramento, Calif., says, “My company, US Space, submitted a proposal to the National Science Foundation on Nov. 1 for a ‘Phase 1’ grant to fund the building and testing of a prototype of our new advanced rocket engine. That proposal was approved on Sept. 9 by the NSF. If our extensive computer analysis and simulations of our virtual rocket engine are verified by the test results of our prototype, this will represent a major advance in rocket engine efficiency and thrust. It will also represent a ‘breakout’ point for US Space’s development trajectory.”

1972



Nelson Estrada, of Nicaragua, recollected sitting near Sather Gate in 1968 with a new friend who asked how many colleges he’d applied to. “I responded: One! He nearly fell off the fountain. Probabilities of acceptance were something like 7%. He said, ‘You must be one of those whiz kids, aced the SAT with over a 4.0 GPA and a couple of sporting records and awards.’ I remained silent, and inside said, ‘None of the above!’ “At times, we take things for granted. One late evening walking

into one of the math buildings, the door was locked. An older man right behind me opened the door with his key and said, “I imagine you are going to pick up your cards for a late run, right?” I had repeatedly failed to complete a program in Fortran, and that was my last try, close to midnight. When I thanked him and asked his name, he pointed with his cane toward the building entry sign: ‘Right up there young man, on the building.’ He was one of a couple dozen Nobel Laureates.” Nelson remembered seeing at a football game at Stanford a banner reading: “Welcome Berkeleyans, the only University in the World with more Nobel Laureates than the entire USSR.”

Nelson also recounted a memorable conversation with his business administration advisor. “Congratulations, Nelson, we shall have you for the MBA program.” Sensing hesitation, he added, “Aha! I knew it, you would get into Stanford or Harvard, or both, am I right?” Nelson nodded, and the reply was “full of wisdom,” he recalled: “Nelson, the decision is self-evident; you have already been here for four years. You’ve taken graduate courses. You know the system, and you have done well. Now, go east, try something totally new. The case method is wonderful—learn how the easterners think. You wouldn’t believe this, but they think a bit differently. As for the loan burden you just mentioned, don’t let that worry you. You’ll get a good paying job from a Wall Street bank, and voilà—you’ll pay it off.’ He had a crystal ball. It all went just as he said. Thank you, Berkeley. Thank you, professor. You are great. I love you!”

“Although retired, I keep quite occupied with my writing, painting and music. I fell and broke the left humerus 10 weeks ago, and it has been an uphill battle, but I am winning it,

returning to painting and playing piano.”

1973

A. Bradford (Sturgis) MacLane, of Benicia, Calif., updates, “Career news? I am now 73, and those 8 a.m. real-estate law classes with Marvin Starr are a distant but still fond memory. Still in real-estate valuation. The very gray hair has led to an increasing number of litigation expert witness assignments. Some loss claims are understandable as relatively straightforward cost calculations—others not. I have come to appreciate that it will be the judge and jury who do the hard work of deciding who wins or loses and which story best captures a history of actions and facts.

“Still living in Benicia. Still married, about to hit the 37-year mark. I co-inherited a house in Mendocino and have spent two years upgrading and renovating. Look it up on Vacasa: Rosemary’s Retreat.”

1978

Kent Halkett, of Brentwood, Tenn., published an article last May in the *ABA Journal* titled, “A BigLaw suicide survivor’s prescription for the legal profession’s mental health crisis.” Kent advocates “for every state to adopt a stand-alone mental health Continuing Legal Education (CLE) requirement.”

1984

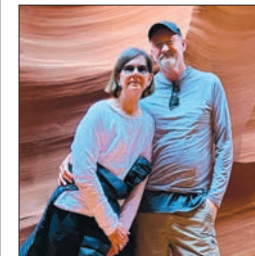
Mark Metcalfe, of San Antonio, Texas, says, “I’ve been at Airosti (airosti.com) for 11 years now, and we continue to work hard to make musculoskeletal care more efficient, less costly, and better. Would love to hear from (and partner with) other like-minded healthcare organizations, especially if Cal grads are involved! We continue to adopt rescue dogs, our latest a blind Shih Tzu.”

The Answer:

“As co-chair of Moss Adams’ Inclusion & Diversity Board, I get to drive our firm’s anti-racist strategy.”

—KINMAN TONG, BS 03
PARTNER AND INCLUSION & DIVERSITY BOARD CO-CHAIR, MOSS ADAMS

1985



David Inchausti, of San Francisco, retired in 2023 after 35 years with Chevron, ultimately as VP and corporate controller. “Kicked off retirement with a monthlong road trip with my wife, visiting friends, family, and places as we transited 23 states. Now living on both coasts—with family in the Bay Area and in northern Virginia. So far, retirement has been full of traveling and spending as much time as possible with the kids and our grandchild.” Shown: Sylvia and David Inchausti.

1986



M. Bruce Robinson, newly returned to southern California, joined Vici Partners, “a consulting firm founded by former McKinsey consultants that focuses on earnings growth,” he updates. “Typically, our clients improve their

operating income by 25% within a two-year period. We are confident enough of our track record that a portion of our fee is success-based, meaning that after payment of an initial assessment fee, the remainder of our help generate. Our clients have been as small as \$50 million in revenue and as large as \$75 billion. We have served clients in operational turnarounds, as well as those getting ready for exit and/or wanting to do much better than their peer group or better than their internal targets. I am available to discuss how we can help your organization with our employee focused empowerment and implementation strategy. “Personally, I am excited about reengaging with the Haas community.” For two years, Bruce served as a Cal Alumni Association mentor to **Yassen Abdelfatah, BS 24**. “Lastly, I also wish Chancellor Lyons much success, as he is the right person to lead our university at this time.” Shown: Bruce and mentee Yassen.

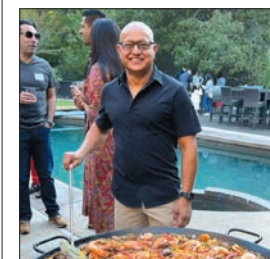
1990

Timothy Yee, of Alameda, Calif., says, “I really understand ‘Student Always’ and ‘Beyond Yourself’ as I help my wife run for Congress (roseforcongress.com). Listening to the district constituents and their needs has expanded and



deepened my understanding of local issues and concerns.”

1991



AJ Gandhi, of Hillsborough, Calif., shares, “I started a new organization called The Go-To-Market Leader Society. We are building a community and host distinctive events for senior marketing, sales, customer sales, product executives, and CEOs/investors.” AJ hosted 150 to 175 execs for GTM Paella Party #6 in September (between SaaStr and Dreamforce) and has more large events and small executive dinners to come. “Summer was so fun this year! Running of the bulls in Pamplona, Spain. Also, London, Madrid, San Sebastian, Ibiza, and later, Costa Rica. And so many concerts!”

1995

Pearl Chou Chen, of Alameda, Calif.,

**UNDERGRADUATES
CONTINUED**

comments, “I am thrilled to announce that I have joined Microsoft as the new VP of Partner Success within the Global Customer Success organization. My team and I are committed to engaging our partners (and by extension, their customers) to maximize business value through deployment and usage of unique solutions tailored to the needs of our customers. Our critical partner ecosystem extends our reach, enhances our customer’s experience, and drives growth for our collective success. My team of 250+ customer success account managers and cloud solution architects play a critical role in how Microsoft brings value to our partners so they can deliver a differentiated experience and support our customers through their digital transformation journey. My decision to join Microsoft was driven by its reputation for technological leadership, innovative spirit, and people-first culture. Equally significant was my desire to utilize Microsoft’s platform to advocate for diversity and inclusion efforts. This includes mentoring aspiring female leaders and actively participating in diversity and inclusion affinity groups.”

1999

Clif Marriott, of London, UK, celebrated his 25th year at Goldman Sachs. He co-heads the TMT Investment Banking Group in EMEA. “My wife, Melissa Plaza-Marriott, BA 01 (history), and I have three kids and enjoy raising them between the United Kingdom and the United States.”

2001

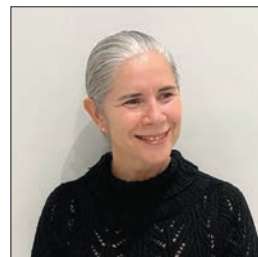
Will Edmonson, of West Hollywood, Calif., writes, “I continue to practice law, primarily handling litigation matters for individuals and small- and mid-sized businesses. Before



starting my own practice, I was a partner at Doll, Amir & Eley LLP and an associate at Gibson, Dunn & Crutcher LLP. Previously, I served as a law clerk in the federal district court and the federal appeals court. I offer Big Law firm experience and talent at affordable rates. Please feel free to contact me at 424-248-9581 or will@whelawfirm.com if I can help you with anything.”

Joe Spector, of Orinda, Calif., comments, “On National Dog Day, *The Washington Post* is featuring Dutch Pet, Inc. Clinical Director Abel Gonzalez. Pet telemedicine is changing the way millions of animals get access to care for the first time. It also provides a whole new career path to veterinarians who are burnt out and underpaid. Thanks to Beatrix Lockwood and Maya Scarpa for shining a light on this growing field.”

2002



Jacqueline Leao, of Rio de Janeiro, Brazil, working remotely for companies in the United States, helps companies launch their products inside Amazon USA. Check out the Airbnb apartment she rents out in Ipanema: [haas.org/Leao](https://www.airbnb.com/rooms/123456789).

Wendy Nguyen, of San Francisco, says, “I recently co-founded Asian Americans Rise, a new nonprofit focused on



building political power for the AAPI community. Many Cal Bears are involved as funders: **Kevin Chou, BS 02**; Karena Man, BA 96, (political science); Kai Cheung BA 10, (mathematics) and volunteers, **Vidya Subramanian, BS 03**. Our work was recently profiled in the *San Francisco Chronicle* as we are launching a historic, 300,000-voter registration drive across seven states—just in time to help swing an election. We believe voter registration is massively underfunded and is a fundamental building block to a more equitable, democratic society.” Photo: *SF Chronicle*.

2003



Shruthi (Annatha) Channagiri, of Bangalore, India, has been a senior product manager for Adobe Inc

since January 2022, helping develop and launch a customer communication Platform. “Our market research and solution presentation resulted in the integration of cost-effective channels for Adobe Product Messaging into the global product roadmap. Strategic investment in ML/AI initiatives at Adobe.com led to enhanced user experience, increased interactivity, and hyperpersonalization, thereby highlighting product features and driving overall product success.”

Romita (Jerath) Ghosh, of San Francisco, writes, “I had transitioned from my corporate strategy career to real estate a few years ago. Despite it being a tough time to start and work in real estate, I am now in the top 5% of realtors in San Francisco based on sales.

“I traveled quite a bit last year, with Bora Bora, Vieques (bioluminescent island), and Singapore being some of my favorite places. This year, I’m most looking forward to gorilla trekking in Rwanda!”

Kinman Tong, of Oakland, Calif., celebrates, “I was appointed as the co-chair of the Inclusion & Diversity Board at Moss Adams, where I now lead and drive the strategy in collaboration with the I&D board to bring Moss Adams closer to our goal of being an

The Answer:

“A win for me this year would be to achieve work/life balance and practice relaxation techniques.”

—OLIVE DAVIS, BS 06
DIRECTOR, BERKELEY BUSINESS
ACADEMY FOR YOUTH (B-BAY)

**CONFIDENCE
WITHOUT ATTITUDE**

MARY YEE

BS 98

*CEO, Tatcha
San Francisco*

BY NATASHA PAYÉS



Mary Yee has driven marketing strategy for brands inside some of the world’s most iconic companies, including Johnson & Johnson, Neutrogena, and PlayStation. Now, as the CEO of Tatcha, she’s transforming the way people care for themselves through their skin.

You could say that marketing is Yee’s calling, though she started out in public accounting. In 2000, she reached out to Mike Chen, BS 97, then a Clorox marketing associate, for an informational interview. An exodus of MBA graduates leaving traditional marketing roles to join dot-coms created a golden opportunity for Yee to break into brand marketing.

“At the time, Clorox was open to bringing in marketing talent at junior levels,” Yee says. Despite not having much industry experience, Yee joined Clorox’s Marketing Associate Program—a pilot program for entry-level marketers without an MBA. Since then, her career has flourished.

At Sony, for example, she helped transform PlayStation from “a game console to a cultural phenomenon, loved by over 100 million fans globally,” Yee says.

She joined skincare company Tatcha in 2021, bringing that same ingenuity and marketing know-how to help the company blaze its own trail in a market dominated by large heritage brands like Estée Lauder and buzzy newcomers like Sol de Janeiro.

Tatcha, known for “healing people from skin to soul” through its transformative Japanese skincare, is working toward becoming a household name. Yee’s influence is apparent. She’s driven consistent double-digit growth by building Tatcha’s loyal consumers in the U.S., while expanding abroad to 19 countries. “There’s nothing like Tatcha in the market,” Yee says.

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

CONNECTIONS

Yee remains in touch with fellow Clorox marketing associates Tricia Tran, BS 99, Ilkay Can, BS 98, and Mike Chen, BS 97. Her husband, Jason Yee, BS 98, Sonya Loi, BS 99, and other alums are part of Yee’s “personal board of directors.”

The Takeaway

“The fun part about being a leader is creating the business you want to lead and the people you get to build it with,” Yee says.

**FOR AFROFUTURISM
ENTHUSIASTS**



Set in near-future L.A., *The Ephemera Collector* (Liveright, 2025) is a gripping tale about Xandria Brown, a Huntington Library archivist obsessed with preserving African American ephemera. When The Huntington unexpectedly goes into lockdown, she must rely on her fading health, AI, and intuition to preserve her life’s work amid danger.

—**Stacy Nathaniel Jackson, MBA 90**
Author, trans writer, poet & playwright

The Answer:

“I was appointed as a new Commissioner for Los Angeles Fire and Police Pension Fund, overseeing the \$34 billion pension.”

—NANXI LIU, BS 12
CO-CEO, BLAZE.TECH

**UNDERGRADUATES
CONTINUED**



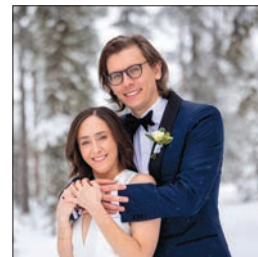
anti-racist firm. I was also appointed the vice chair of the AICPA LGBTQ+ Initiatives Committee in June. The mission of the committee is to facilitate an environment for discussions and actions that will encourage increased representation and incorporate and maintain an inclusive atmosphere for individuals and groups from a diversity of gender expressions and sexual orientations.” Learn more at haas.org/Tong.”

2006

Olive Davis, of Berkeley, Calif., comments, “In 2008, I founded the Berkeley Business Academy for Youth (B-BAY) program. The B-BAY program helps keep the Berkeley Haas outreach program Boost@Haas and the Institute for Business and Social Impact sustainable. It is an intensive and stimulating in-person program that introduces middle and high school students to the fundamental principles of business, team-

work, and leadership. Students have the unique opportunity to collaborate with Haas faculty, PhD students, guests from corporate America, and international and national peers with the same or similar interests. It’s a great opportunity for them to exchange ideas and create meaningful friendships that allow for a rewarding academic experience while learning from the top public U.S. university.” B-BAY launched its first B-BAY virtual High School Academic Year Program in September using a curriculum designed to encourage high school students toward the entrepreneurship path.

2008



Alison Sanders, of New York City, and Walter Kaminski were married in Breckenridge, Colorado. Shown: Alison and Walter on their wedding day.

2012

Nanxi Liu, of Los Angeles, writes, “I was appointed by Los Angeles Mayor Karen Bass as a new Commissioner



for the Los Angeles Fire and Police Pension Fund, overseeing the \$34 billion pension. “As Co-CEO of Blaze.tech, a no-code platform helping organizations build apps and tools 10x faster, I am proud to see our revenue grow 6x YoY.” Shown: Swearing in ceremony at Los Angeles City Hall.

2014

Tuhina Das moved to Berlin, Germany, “to pursue my childhood dream of living abroad,” she writes. “I’m working in tech at a diverse, multinational company and making friends and connections from around the world. This move changed my life, and I hope to continue learning loads from the experiences and adventures I have and the people around me!”

2019

Jesse Johnson, of San Francisco, left a finance career to pursue the dream of becoming a search-and-rescue helicopter pilot in the U.S. Coast Guard. “After completing officer candidate school in November 2023, I was



stationed in Alameda to receive eye surgery and drive ships before attending flight school in Pensacola, Florida. It’s been a difficult road, but I wouldn’t change a thing. Thank you to all the friends, family, faculty, and alumni who supported me on this journey.”

2021



Victoria Stafford, of Salt Lake City, published an op-ed in *The Salt Lake Tribune* titled “It’s time for chefs to get off their gas.” Chefs are increasingly concerned about creating food that is as good for people and the planet as it tastes—but they’re still largely unwilling to give up cooking on gas stoves, she argues. “We discuss how a 1930s American Gas Association’s marketing campaign positioned gas stoves as the norm for good cooking and make the case that induction stoves can and should give the gas industry a run for its money.”

2022



Olivia Reinoso, of Camarillo, Calif., shares,

“Hand-selected for the Catalyst Entrepreneurship Program, sponsored by Bayer. Worked with a team focused on repurposing vegetable seed waste as mushroom media. Initiative aimed to reduce waste costs, benefit small farmers, and explore a consumer health product opportunity for Bayer. The team presented the project to the Head of Vegetable Seeds for North America and Bayer leadership, highlighting their innovative solutions for agricultural sustainability.” Olivia is now pursuing environmental supply chain law at the University of San Francisco School of Law.



Lillian Zhang, of San Francisco, shares that her book on financial literacy for Gen Z will be published in 2025. “As a financial and career content creator with several hundred thousand followers across social media,” she writes, “one of the biggest gaps I’ve noticed in my generation is the lack of financial literacy information specifically written for Gen Z.” Follow @bylillianzhang on Instagram and find

her @lillianzhang_ on TikTok.

MBA

1965

Hardy Hasenfuss, of New London, Conn., says, “With the wonderful gifts I received from Haas, I was able to enjoy a very successful career for many years as a senior corporate executive. In my later years my inner wisdom told me: ‘Don’t retire! Give back!’ After studying for several years with the Brave Thinking Institute, I was certified in 2023 as a Life Mastery Consultant and a Dream Builder Coach. I recently started a practice supporting individuals in designing and living the life they truly love. I am excited about this new venture because it gives me the wonderful opportunity of giving back so many of the gifts I received over the years. Looking forward to giving life, for many years to come, to those who wish to live with joy and gratitude for a wonderful future.”

1968

Herman “Buzz” Boschken, of Davis, Calif., informs that he and **Irene Hartung Boschken, BS 66**, both turned 80 this year. “Have enjoyed retirement for more than a decade, but both of us have continued our careers.” As a San Jose State professor emeritus, Buzz published four research articles plus a business teaching case

called “Vail Resorts, Inc.” published this year in a McGraw-Hill textbook. “Irene continues her two decades of teacher credentialing work with Pearson, which holds California’s teacher-certification contract. We also continue to travel a lot, most recently to Northern Europe.” This fall the couple traveled to Florence to visit one of four granddaughters during her study abroad. “In addition, we became great-grandparents with the arrival of Savannah, born to our oldest grandson, Chris, a naval aviator stationed in San Diego.”

1976

Joe Garrett, of Berkeley, Calif., shares, “After serving on the Board of Directors of Pacific Premier Bank, I decided to not run for reelection. The bank was about \$700 million in assets when I joined but is now close to \$20 billion. I take no credit for the growth.”

1979

David Southern, of San Francisco, finds his attachment to Cal growing during retirement. “I’m currently consulting part-time to two Berkeley startups. I love the exposure to the energy and enthusiasm of young entrepreneurs. On a separate note, I am writing a memoir that includes time spent with the Berkeley Gay Student Union circa 1977 to 1979. I’d love to talk with anyone who has recollections of that time to help me refresh

my memory. I can be reached at 415-254-3305 or at davidl.southern@gmail.com. Thank you.”

1980

45th Reunion
APRIL 25-27, 2025



Michaela Rodeno, of Napa, Calif., shares, “Harvest 2024 started Aug. 26 with picking 0.52 tons of our family’s Oakville/Napa Valley fruit for Villa Ragazzi 2024 Rosato di Sangiovese. Family being the operative word: My adult children and son-in-law have joined the Villa Ragazzi team, which means our wines will continue to be produced long after I hang up my boots. Two little boys (4 and 2) are discovering the joy of eating wine grapes off the vine by the handful, just like their mother and uncle, as soon as they could reach those tempting clusters. Best of all, gens two and three are all living in Napa Valley near the home ranch. Life is good—I am grateful. Haasies are always welcome at Villa Ragazzi.”

1981

Joani (Krieger) Mitchell, of Santa Cruz, Calif., says, “I have lived on the beach in Santa Cruz, California, for the last 14 years and have two granddaughters, Madison and Charlotte, with another one on the way. I have now traveled to over 111 independent countries (143 if you follow The Travelers’ Century Club), and I am still traveling and loving my life! If any of my classmates come to Santa Cruz, I would love to meet with you.”

The Answer:

“Getting into law school! I was accepted to the University of San Francisco and plan to pursue environmental supply chain law within business.”

—OLIVIA REINOSO, BS 22
FORMER BUSINESS SUPPLY CHAIN ANALYST, BAYER AG & FULL-TIME STUDENT

MBAs CONTINUED

1983



Michael Cooke, of Bangkok, Thailand, writes, “Recently, I celebrated life on my 72nd birthday. Months before, a lung biopsy in Bangkok revealed stage-four lung cancer.

The prognosis was bleak. Three months of chemo and immune therapy made no headway against the nonsmoker lung tumors. Until recently, these were the best available treatments. This changed with clinical trials of a DNA mutation inhibitor in 2022.

“In August, my oncologist switched me to a recently approved KRAS inhibitor. The effect was fast and dramatic. Within days, I could breathe normally again. Recent research out of Washington University found that smoker and nonsmoker lung cancers differ in mutations and

responses to treatment. Most nonsmoker lung cancers respond to the new gene mutation targeting drugs. Mine certainly did.

“Across much of the world, the incidence of nonsmoker lung cancers is rapidly growing from a low base—thought to be related to PM 2.5 air pollution, which is seasonally elevated in much of East and South Asia. But think of seasonal wildfire smoke in North America. PM 2.5 particles in that smoke may be 10 times more toxic than industrial or automobile PM 2.5 pollution. Beware.

“In Taiwan, public health authorities urge nonsmokers with a family history of cancer and exposure to high levels of PM 2.5 pollution to get lung-cancer screening. Never-smokers found to have lung cancer need high-quality biomarker testing. These biomarkers are within the cancer’s DNA. Few never-smokers inherit a gene that makes them more likely to get lung cancer. The good news is that targeted therapies often control these lung cancers with few side effects.” Shown: Michael Cooke (left) Olivier Pichon and Helena Chung at Bumrungrad Hospital in Thailand in August 2024.

CONSCIOUS CAPITALISM PIONEER



Paul Rice, MBA 96, founder of Fair Trade USA, stepped down as CEO after 26 years at the helm. His next endeavor is the book *Every Purchase Matters: How Fair Trade Farmers, Companies, and Consumers Are Changing the World* (PublicAffairs, 2025). In it, Rice examines the successes and failures of conscious capitalism and offers sage advice on how to create a more sustainable and equitable global economy.

1985

40th Reunion
APRIL 25-27, 2025

1986

Steve Deggendorf, of Washington, DC, retired after 37 years with Fannie Mae. “It went faster than I would have expected,” he writes. “My many different roles in capital markets, product development, strategy, venture investing, and research kept it interesting. I now look forward to spending time with my spouse, Dennis, applying my skills in new ways, and connecting with Berkeley pals.”

Paul DeMuro, of Wilson, Wyo., joined the

Epstein Becker Green law firm as senior counsel and EBG Advisors as a strategic advisor.

Lauri Kibby, of Palm Springs, Calif., updates, “Excited to have founded a real-estate fund focused on women as the primary investor. The fund’s mission is ‘Making Women Wealthier Investors’ by providing education and community—in addition to outsized returns.”

1988

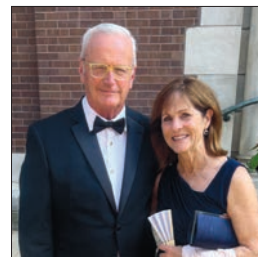
Laurent Dholande, of Napa, Calif., was planning a golf trip in San Diego with friend of more than 36 years

John McDonald, MBA 88, “Thinking of **Alberto Perez, MBA 88**, who we wish was with us. The three of us have remained very close since the MBA program, and we send our best thoughts to the entire 1988 MBA class.”



Ralph Garcia Jr., of San Mateo, Calif., writes, “First Cal football game of the year. Ran into legendary Cal play-by-play announcer Joe Starkey. Hope to see all my classmates at the games this year!” Shown: Ralph (right) and Joe.

1989



Carrie Dern moved away from the Bay Area after 40 years to “beautiful Longmont, Colorado—long a favorite of ours for skiing and other outdoor adven-

MBAs CONTINUED

tures. We are also close to our middle daughter and two of our grandchildren. I continue to work remotely with Bridge Partners in Walnut Creek, California.”

Sandy Fox-Sohner, of Moraga, Calif., writes, “Retired after the career of my dreams in the biopharmaceutical industry (thank you, Haas!). I’m now pursuing another passion: inspiring young men and women to enter STEM fields.” Also: “Most films feature discouraging ‘mad scientists’ and ‘awkward’ mathematicians. I wrote a script about the spirited, vivacious 19th-century heroine Sofia Kovalevsky. Enthralled with math, she escaped from Russia, determined to follow her dream of becoming a mathematician and the first female professor in Europe.” Sandy’s screen-

play won Best Screenplay at two festivals, and several investors are excited.

1990

35th Reunion
APRIL 25-27, 2025

1994

Jacob Sayer, of Chicago, joined Cambium Networks as CFO. “Mary and I now spend most of our time in Chicago but still have plenty of travel planned to both the Bay Area and Boston.”

1995

30th Reunion
APRIL 25-27, 2025

Cecilia Edwards, of Desoto, Texas, was appointed to the Smith College Board of Trustees.

TRANSFORMATIONAL LEADER



Courtney Chandler, MBA 96, was appointed assistant vice chancellor and chief of staff for the Administration Division at UC Berkeley. Chandler, who was Haas’ senior vice dean and COO for more than seven years, will help improve campus operations to meet its budget goals and enhance organizational culture.



Robert Leland, of Los Altos Hills, Calif., writes, “Typically, I hadn’t even lived in the same country for more than five years. So, I found it rather amazing that I settled in my old hometown and worked as a financial planner at Ameriprise for nearly 20 years. I suppose having two kids had a lot to do with that. With the kids on their own journeys, I finally realized that my company wasn’t taking care of me, so I became independent and now work with LPL Financial and my amazing office in San Mateo, Mavenlane Financial. It proved to be the right move. Look me up!”

Last summer Robert took his family to Paris for the Olympics. “Had to, I lived there twice! It was just perfect. Loved the competitions, especially beach volleyball, which I played daily as an engineer in Hermosa Beach. Super pleased to see **Hazem Galal, MBA 95**, on the Champs Elysees in Paris—maybe 29 years later? After breaking the bank, the kids are already asking, ‘What are we going to do in LA, 2028?’” Shown: Robert and son, Davis.

1996

Deborah Molloy Dowis, of Ridgewood, N.J., updates, “I have been a sales leader for over 10 years, but now, as I look toward the next phase of my career, I am working to shift my focus to the operational aspect of sales and leverage my experience as a sales leader to assist the revenue leader in achieving the company’s growth objectives.”

1998

Ann Hsu, of San Francisco, founded the

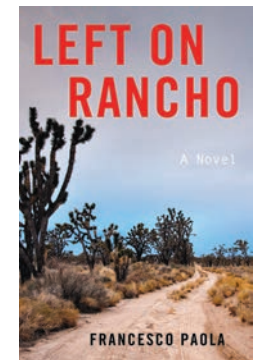


nonprofit Bertrand D Hsu American & Chinese Bicultural Academy, a K-8 day school in San Francisco that serves working and immigrant families (BertHsuAcademy.org). “We were able to bring students from two to three years behind grade level in math to on and above grade level in just one academic year!” Ann notes. “Armed with this knowledge and experience, I am now running for the school board in San Francisco (again) so that I can bring what I’ve learned to serve all students in SF public schools. I would love to have your support: AnnforSFBOE.com.”

Anastasia Pavlova, of Oakland, Calif., shares, “I’ve recently launched Bold GTM, a go-to-market and strategic marketing consulting and advisory practice. Bold GTM helps mid-market B2B companies in the SaaS, cybersecurity, and IT services sectors, working closely with VC and PE firms and their portfolio companies’ leadership teams. My goal is to help companies refine their go-to-market and demand creation strategies, ensuring they drive both revenue and sustainable growth. Services include comprehensive GTM and marketing assessments, future organization design, fractional CMO and strategic marketing support, AI enablement for marketing, and Customer Success teams. I’m also eager to give back to the Haas community by connecting with fellow alumni, mentoring students, and speaking on AI, sales and marketing, and SaaS GTM models.”

Daniel Tellalian, of Los Angeles, announces, “Delighted to manage the Echoing Green Signal

CRIME THRILLER



Left on Rancho (SparkPress, 2025) follows Andrew Eastman, a burned-out tech entrepreneur who decides to help a friend with his fledgling cannabis business but unexpectedly finds himself in a web of nefarious characters, illegal cannabis, and immigration.

—**Francesco Paola, MBA 93**
Author and Chief Growth Officer, MOZAIQ, LLC

MBAs CONTINUED



Fund, a \$40 million catalytic capital vehicle investing in top global social entrepreneurs at early stages. As an Echoing Green Fellow right out of Haas, it's an honor to now serve the fellowship that believed in me 25 years ago and manage its inaugural fund supporting this exceptional network of social innovators." Shown: Daniel (right), Fatima, Monica, and Daniela.

2000

25th Reunion
APRIL 25-27, 2025



Mauricio Quiroga, of Austin, Texas, shares, "I published my first fiction book in English, Spanish, French, Portuguese, and German. I never thought I'd surpass 30,000 copies sold! The book consists of nano-novels and

The Answer:

"Setting aside some time this year to enjoy the holidays with my family and to volunteer in a get-out-the-vote effort!"

—PUTRI (SUGONDO) PASCUALY, MBA 06
CLIENT PORTFOLIO MANAGER, MAN VARAGON

eclectic poems, covering genres like horror, drama, romance, suspense, sci-fi, and some unusual ones, such as my poems about the CAPM model and the demand function. Readers will notice Haas is mentioned in several parts, directly referenced along with its core values." *Eklekticos: Nanonovels, Stories and Poems of Tomorrow's Yesterday* is available on Amazon in paperback, hardcover, or Kindle. "Go Bears!"

Atsushi Sakahara, of Kyoto, Japan, writes, "I finally released my first feature documentary: *Me and the Cult Leader* in 2020. In 2022, I co-founded an EdTech company with my student, and it runs well. I am currently in a PhD program in informational engineering and presented the SA method, a novel idea generation method named after me, at IEEE conference in 2023. I hope I have a chance to show my film in Berkeley around the time of our 2025 reunion."

2001

Lynelle Cameron, of Tahoe City, Calif., is looking forward to teaching a class on regenerative economics this January at Middlebury College. "In other news, we are recently empty-nested and spending much more of our time in Tahoe."

Ruthanne (Feinberg) Roth, of Park City, Utah, informs, "The search firm I started in 2019, Aster Talent, has continued to grow at a good clip as we enter new geographies and offer new products. It has been quite a ride and keeps me energized (most days). My husband and I, both Bay Area natives, made Park City, Utah, our official home after spending progressively more time here since 2017. We are in the heart of Deer Valley and have loved seeing classmates who come to the mountains for ski vacations. Our dog, Mick, continues to live his absolute best life."

The Answer:

"We launched a new division, Aster Talent Early Careers, to support the specialized needs of college students and recent grads entering the workforce. It's my first foray into B2C, which has been humbling and a great learning experience."

—RUTHANNE (FEINBERG) ROTH, MBA 01
CEO & FOUNDER, ASTER TALENT

2002

Eric Meyerson, of San Francisco, shares, "In August, I joined a series B computer vision startup called Mashgin as their VP of marketing. I've also recently been consulting, including with an early-stage startup helping college athletes make the most of their NIL (paid endorsements) opportunities. I found the latter opportunity through the SF Chapter of the Haas Alumni Network, so you should definitely get involved in your local chapter if you haven't yet. My daughter just left for Smith College, which she chose over Berkeley. Maybe her younger brother will get it right."

2005

Giambattista Selvaggi, of Switzerland, and Alanna Trotter, BA 06 (integrative biology), celebrated milestone birthdays—50 and 40—in Rome, where they hosted a mini Haas reunion. Shown: Giambattista and Alanna.

2005

20th Reunion
APRIL 25-27, 2025



Giambattista Selvaggi, of Switzerland,

land, and Alanna Trotter, BA 06 (integrative biology), celebrated milestone birthdays—50 and 40—in Rome, where they hosted a mini Haas reunion. Shown: Giambattista and Alanna.

2006



Uyen Nguyen updates, "I moved back home to the Bay Area! I kept my restaurant, Nue, up in Seattle but also purchased a bar in San Jose—I love the community-building aspect of owning a restaurant/bar. Please swing by Fountainhead Bar in SoFA market, next to San Jose Convention Center, if you're in the area. I'm always game for a Haas gathering!" Shown: Uyen and author Viet Thanh Nguyen, PhD 97 (English), at Fountainhead Bar.

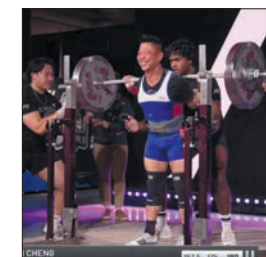
Putri Pascualy Sugondo, of New York City, started a new role as

client portfolio manager at Man Varagon, the private credit business of Man Group. "Still in New York, loving it here, and have begun to love to swim in the icy cold water of the Atlantic!"

2007

Nicole Baer, of San Francisco, comments, "I joined Carta as chief marketing officer in April at an incredibly exciting time for the company. We have a strong contingent of Haas alumni at Carta, and it's wonderful to work alongside many Bears!"

2008



Newton Cheng, of Culver City, Calif., won the USA Powerlifting US Championship for the 56kg Masters 1 (40+) class, and the silver medal for the Open (all ages) class. "I broke the Masters 1 world record for heaviest squat 10 days before my 46th birthday, against a field of competitors all under the age of 27." Newton is the director of health and performance at Google.

Keith Eadie, of Singapore, shares, "I'm thrilled to announce that I'm taking on the role of general manager, Asia Pacific, at Adobe. Business leaders across APAC want to deliver next-generation experiences for their customers. I'm excited to lead an exceptional team from here in Singapore to help our customers drive experience-led growth."



Kurt Huffman updates, "We moved to Lyon, France, at the end of 2023 and moved back to Portland, Oregon, in August. It was a wonderful experience for the three of us. My daughter got to attend second grade at the school next to our apartment, where she made amazing friends and learned how to be sassy in a second language. We discovered the wonder of French public-school cafeterias, which fundamentally changed Cora's relationship with food and eating. She went from an all-white diet (rice, potatoes, chicken) to one made up of a rainbow of colors, odors, and textures. Given what I do

The Answer:

"I gave a talk at the Haas reunion about 'Mack Truck' moments in life and a wiser way of #adulthood. Check it out: bit.ly/haastalk."

—OMAR GARRIOTT, MBA 09
EXECUTIVE DIRECTOR, BATTEN INSTITUTE FOR ENTREPRENEURSHIP, INNOVATION AND TECHNOLOGY (UVA DARDEN)

RISING STAR



Sal Parsa, MBA 18, a principal at Boston Consulting Group, was selected for the Obama Foundation's Leaders Program. Launched in 2018, the Leaders program aims to inspire and empower changemakers in government and private sectors to accelerate positive change in their communities and beyond.

for a living, this was the best unexpected surprise I could ever imagine.

"My wife took time off to find the perfect job with the perfect company here in Portland. I worked odd hours and went back to my old rugby club to be the assistant coach for their under-14 team. I road their coattails all the way to Paris, where we were crowned the U14 French National Champions after one hell of a year. We all gained a lot of weight eating baguettes, butter, saucisson, and pastries, but Heather and I will lose the weight while savoring the memories." Shown: Kurt (third from right) and fellow coaches Rémy Grosso, Camille Frechet, Marie Bourdet, Mathieu Lelong, Alex Jim, Issam Saf, Romain Rigault, and Toby Arnold.

Bhaven Shah, of Danville, Calif., writes, "This year, I started a new role as vice president of product and engineering at Orchestra.AI—an

early-stage startup focused on building an interoperable shipping network harnessing the power of data, ML, and Gen AI. I am looking forward to building meaningful AI powered products and services.

"This year, I became an investor in the Strawberry Creek Ventures fund. It is exciting to be part of the Berkeley-affiliated innovation and make a meaningful contribution to Berkeley-led startups. I look forward to more interactions with the next gen Cal entrepreneurs and founders."

Emily Walling, of Menlo Park, Calif., says, "Life moves fast, and schedules are crazy—but laughing with friends is the world's best stress relief. A group of Bay Area 08s caught up the weekend before Labor Day in Sonoma, with a special appearance from Seattle classmate **Lindsay Grimm**. We didn't get everyone in one photo, but here is **Jeff Denby** with all the

MBAs CONTINUED



ladies.” Shown: Emily (second from right), Mindy Whittington, **Elizabeth Singleton**, **Ayse Kulachi**, Kelly Walker, **Jeff Denby**, **Lindsay Grimm**, **Tracy Cheung**, and Tye Dugan. Classmates also present but not shown: **Joe Harrington**, **Dan Walker**, **Michael Badalov**, **Steve Dugan** and Andy and **Liesl Brown**.”

2009



Amy Chou, of Palo Alto, Calif., shares, “After more than 20 years of working for big-name high-tech companies (Intel, Cisco, Google, TikTok) and steadily climbing the corporate ladder (last role was leading the global SMB PMM team for TikTok), I’ve made the decision to give up the steady (and hefty!) paychecks and the more obvious career path to pursue my own career and life coaching practice this year!”

Michael Y. Lee, of Berkeley, Calif., comments, “For those interested in organization design, leadership, and distributing authority in organizations, I have a new research paper in *Administrative Science Quarterly* on decentralizing authority, an important way organizations can adapt to contemporary market conditions and employee expectations. Most decentralization efforts fail, reverting back to traditional hierarchical

or rank-based authority structures. Leaders fail to give up control, subordinates fail to take up their new authority, the legal structure of firms means authority always legally resides at the top, etc. We know surprisingly little about how to overcome these structural and psychological forces, because most research on decentralization treats it as a static end state imposed top down by designers. Instead, I treat decentralization as a dynamic, ongoing, and contested process, where in some moments workers step in and enact their authority and leaders step back, while in other moments, workers and leaders revert back to hierarchical patterns of subordination and control. Successful moments of decentralized authority emerge from two interconnected practices: first, establishing and focusing collective attention on the boundaries of authority, publicly codifying authority in each role to empower workers while constraining managers; and second, depersonalizing the attributions of authority—which should come from someone’s codified work role (what they do) rather than from their personal qualities (who they are).

“Grounding of authority’ provides a sense of equal treatment even when some people hold more authority than others. Notably, these practices, while effective, were difficult to sustain; they are complex and cognitively and temporally demanding.” Takeaways: Successful decentralization is a never-ending journey; successful moments of decentralization are supported by more, not less, structure, within clear boundaries; and successful decentralization must go beyond mere authority distribution. Read the full study at: haas.org/Lee

Tim Ziemann opened a new office in Austin, Texas, to accommodate a growing team and better serve local private equity and emerging growth clients. He hosted a happy hour at

The Answer:
“To reach even more people, especially students, with my talks and workshops on workplace mental health.”

—NEWTON CHENG, MBA 08
DIRECTOR, HEALTH + PERFORMANCE, GOOGLE

the office in October and welcomes inquiries.

2010

15th Reunion
APRIL 25-27, 2025



Marissa Dean, of Reno, Nevada, shares, “Caribou Digital, the consultancy I co-founded in 2014, recently celebrated its 10th anniversary! My focus continues to be on driving inclusive business strategies that create lasting impact for women and low-income communities. I’ve also started volunteering as a coach with Girls on the Run, which has been an incredibly rewarding way to give back and invest in the next generation.”



Jonathan Villet, of San Francisco, added documentary filmmaker to his career trajectory.

“Researching, scripting, interviewing, shooting, and editing with my wife and business partner, a producer. Our third film, *Wrestling The Angel*, portrays a Berkeley-based fine artist who reveals insights about life through visual metaphor, Aesop’s fables and the story of Jacob and the Angel (wrestlingangel.com). We’re looking for screening opportunities in museums, educational institutions, and elsewhere. Audiences saw our prior film, *Finding Snow White* (2022), in many film festivals and, before that, our film *I Love the Zine* on KQED-TV.” Jonathan’s Ancient Greek Reading Group in San Francisco meets weekly by Zoom with readers from many locations. Check Facebook for its next meeting time.

2012



Marina Shrago, of Pacifica, Calif., shares, “Just returned to California after a transformative sabbatical year traveling through a dozen countries across Asia and Europe with my husband, **Yaroslav Buzko**, MBA 09, and our two kids. I’m now looking forward to embarking on a new

STUDENTS ALWAYS

JAN SHELLY BROWN

MBA 14

Partner,
McKinsey
& Company
Summit, N.J.

BY ANDREW FAUGHT



In the early 2000s, investment banks increasingly used electronic trading to give clients faster access to liquidity in global equity markets. Jan Shelly Brown helped make it all happen.

“I started my career with Goldman Sachs, essentially helping them trade faster,” says Brown, now a partner at McKinsey & Company. “Electronic trading was coming at scale, and I helped them streamline office processes.”

Two decades later, Brown continues to help financial institutions modernize technology, like using cloud computing, for example, and through tech-enabled risk management and compliance.

A native of Trinidad and Tobago, Brown says she grew up in an engineering-centric culture. So it was no surprise that she’d follow her passion—computer science—in college and later, in her career. Serving as a CIO was a dream, but the job requires a grounding in both tech and business to make strategic decisions that will advance business value, she says. Realizing this, Brown decided to enroll at Haas.

Her training has served her well. Humans can be notoriously fickle when it comes to change, especially of the technological variety. But Brown is there to ease transitions. “You’ve got to explain to people what the change is and then incentivize them to want to do it,” she says.

As one of a handful of Black female technologists, Brown sees diversity as invaluable toward meeting the needs of her clients. “Diverse perspectives and collective experiences create the strongest answers. I seek people who celebrate that, and my solutions are always reflective of the teams that I’m part of.”

linkedin.com/in/janshellybrown

↑ CONNECTIONS

Brown gave the alumni keynote address at the 2024 Alumni Conference. Watch her talk: haas.org/JSB.

↑ The Takeaway

“You’ll only be average at your weaknesses, so spend time doubling down and developing your strengths and being uniquely you.”

PHOTO: MCKINSEY & COMPANY

MBAs CONTINUED

professional journey and exploring new job opportunities.”

2013

Hallie Montoya Tansey, of Oakland, Calif., writes, “I’m the senior state strategy advisor at Movement Voter Project, an organization that raises money to support grassroots groups to win elections and transform policy. As of late August, we’d raised \$100 million dollars this year, regrating it mostly to support work in battleground states ahead of this year’s presidential election.”

2014



Julien Brain reports on UC contributions to the 52nd Pride celebration in London, UK: “It felt incredibly special to march in Central London with a group of about 30 UC alumni and exchange students (with representation from Berkeley, Haas, UCSB, UCLA, UC Irvine), friends, and partners. Along the route, the vibrant slogans on handmade placards and banners in the crowd

were a powerful mix of joyful celebrations of our freedoms and also emotional reminders of the inequalities still faced by parts of our community. Huge thank you to Kara Goslin for leadership, to Jason Mollring, to the wider UC alumni board leadership, and to the University of California Trust, a registered British charity serving as the charitable arm for all 10 UC campuses in the United Kingdom. Together, we continue to advocate for equality and celebrate our diverse community: haas.org/Brain_01.” Learn more about UC alumni in the UK who identify as LGBTQ+ (allies warmly welcomed) at haas.org/Brain_02.

“Had a great time with the class of 2028 from the Global Management Program, (in their semester in London), and Haas alumni **Charlene Chen** and **Ali Hasan Butt**, both **MBA 09**. We shared stories of immigration, discussed cultural differences in the workplace and beyond, and reflected on our unique journeys. I was inspired by the energy of these students who are building their global perspectives just a couple of months into the program! Charlene shared this inspirational message: ‘Whether they become entrepreneurs, bankers, consultants, or social changemakers, they have given me tremendous hope for the future in a pretty bleak present.’ Many thanks to the Berkeley Haas team,

The Answer:

“At a stand-up comedy workshop, I received great feedback on my new jokes. It reignited my creative flow.”

—ABE SHARMA, MBA 16
PRESIDENT & FOUNDER, AV BROKERAGE

Dionne Daniels and Tenny Frost, and to the University of California Trust for their hospitality: Todd Shelley, Greta Paa-Kerner, and Romy Stein. haas.org/Brain_03.” Shown: Julien, Charlene Chen, and Ali Hasan Butt.



Raj Gundluru, of Danville, Calif., updates, “I’m excited to share a recent milestone in my journey at Google: the launch of the Gemma family of open models. At the #ioconnect conference in Bengaluru, India, I had the privilege of presenting Gemma and witnessing the enthusiasm of developers from around the world. Gemma represents a significant advancement in open-source AI technology. Its potential to revolutionize innovation across various fields is truly inspiring. I’m eager to see what developers and startups will create with this powerful tool.”

Raj now works with a nonprofit and schools in India. “My recent trip reignited a passion I first cultivated at Haas: the transformative power of giving back. It solidified my desire to make a more significant impact, particularly in education. Haas instilled

in me the value of strategic resource allocation to empower others.”

2015

10th Reunion
APRIL 25-27, 2025

2016



Abhishek “Abe” Sharma, of San Francisco, announces, “I’m excited to share that I’ve launched my boutique real-estate brokerage firm, AV Brokerage, which specializes in multifamily and investment properties. Our mission is to empower investors by providing personalized strategies to help build sustainable wealth through real estate. I’m looking forward to growing the firm and giving back to the Berkeley community through mentorship and investment opportunities.”

“I recently had an incredible vacation in Tasmania, where I had the chance to explore Australia’s unique wildlife. Thankfully, I didn’t encounter any of Tasmania’s famously poisonous snakes! I brought back some Tasmanian wine

and gifts for my Haas friends and can’t wait for my next trip to that beautiful island.”

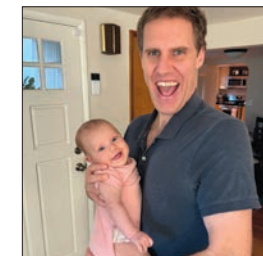
2017

Charles Hua, of San Francisco, says, “Poised, the venture-backed AI communication coach startup I co-founded in 2020, was acquired by Deepgram in May. Grateful for the support of many Haas alumni in the journey. I’m now looking to collaborate on new projects and ideas. If you’re working on something interesting or just want to catch up, I’d love to connect.”

2020

5th Reunion
APRIL 25-27, 2025

2021



Fletch Vynne, of Seattle, reports that Gabrielle ‘Gabby’ June Vynne was born on Aug. 8. “My wife, Heather, and I have gladly traded sleep for endless smiles, late-night cuddles, and the joy of watching her grow daily. We’re cherishing every moment as we navigate this new adventure together.”

2022



Prateek Sahay, of San Francisco, writes, “Started my own company with **David Mansi** working on a B2B SaaS platform that

provides generative AI to sales teams. We currently have five customers and have raised about \$300,000 total. Moving to Virginia soon to get married to my fiancée!” Shown: Prateek Sahay and Shubhi Saxena.

2023



Drew (Silverman) Fennessy, of New York City, married Aidan Fennessy on July 13 at the bride’s family home in Tenants Harbor, Maine. Over a dozen Haasies from the classes of 99, 19, 22, and 23 traveled from around the world to celebrate. The bride, a groomsman, an usher, and two wedding readers were Haas graduates.

Ana Martinez, of Berkeley, Calif., is now on the Haas faculty, as associate director and faculty for the class Cleantech-to-Market (C2M). “I’m very excited to continue to stay engaged with UC Berkeley and Haas,” she updates. “**Francisco Torres, MBA 24**, and I will be getting married this December.”

Varot Pakavatsorn, of San Francisco, reports, “Working at McKinsey.”

2024

1st Reunion
APRIL 25-27, 2025



Brian Khan, of Oakland, Calif., was

working on the Harris for President Campaign as a Senior Budget Manager.



Elias Mufarech, of San Francisco, shares, “I am excited to announce that after a transformative year as an intern at Collide Capital while studying from Berkeley Haas, I am now joining the team as a full-time investor! Looking forward to continue building this unique firm and investing in early-stage enterprise software companies at the intersection of powerful founder communities!”

BC/EMBA

2005

20th Reunion
APRIL 25-27, 2025

2010

15th Reunion
APRIL 25-27, 2025

2012



Rupam Shrivastava, of San Francisco, went to Antarctica. “A bucket list item for me and undoubtedly the best trip of my life.”

2014



Laura Adint, of San

INNOVATIVE FIDUCIARY



Matthew Wadhvani, MBA 13, was named CFO of the Year by *Puget Sound Business Journal*. Wadhvani, who oversees all financial activities and economic development for the Puyallup Tribe of Indians, was recognized for spearheading investment projects that include a logistics company, opioid clinic, new casino and hotel, an Amazon sorting facility, and seaplane flights from the Ruston waterfront. Learn more about his career in this *Berkeley Haas* profile: haas.org/wadhvani.

The Answer:

“Feeling I made a meaningful difference. It’s about being present for my family, supporting those around me in achieving their goals, and offering care and compassion to my neighbor.”

—MARISSA DEAN, MBA 10
SENIOR DIRECTOR, CARIBOU DIGITAL

BEYOND
YOURSELF

**HARRY
GOLDBERG**

MBA/
MPH 20

Founding Member
and CEO,
HealthTech Hang
San Francisco

BY CAROL GHIGLIERI



When Harry Goldberg was a student in Haas' dual MBA/MPH program, his friends playfully dubbed him ABC Harry: Always Be Connecting. Networking comes naturally to Goldberg, so it's not surprising that he eventually turned this talent into a thriving business called HealthTech Hang.

The idea was born of the pandemic, when in-person socializing was off limits. "I was in Slack communities and on LinkedIn, but I missed having authentic relationships built on in-person experiences," Goldberg says. Once COVID restrictions were lifted, he set about creating the gatherings he'd enjoyed before the pandemic, connecting with folks who were working at the intersection of healthcare and technology.

He began by reaching out to friends and acquaintances, inviting them to a bar after work. About 30 people attended. The meetup was so successful that Goldberg, who was working as a product manager at healthtech startups, made his gatherings a regular event.

Eventually, people offered to sponsor the events, and Goldberg expanded the menu to include coworking days, conferences, dinners, and more. Last January, he invested all of his professional time to turn the hobby into a profitable business. With a membership of more than 3,000, HealthTech Hang offers something for everyone. Recruiters can chat with potential candidates. Job seekers can meet with potential employers. Others may be looking to buy or sell services or to fundraise.

Goldberg recently partnered with the Haas Healthcare Association on a HealthTech Hang happy hour, because he wanted to "make sure Haas students benefited from being in the Bay Area as soon as they got to campus."

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

↑ CONNECTIONS

Cynthia Brzezinski, MBA 25, was interested in interning at a healthcare startup. After attending a HealthTech Hang event, she interviewed with two founders she met and received offers from both.

↑ The Takeaway

"With people changing jobs and even careers every few years, having a community and genuine connections can make all the difference," says Goldberg.

BC/EMBAS CONTINUED

Jose, Calif., shares the following: "Wrote and had a book published this year by Kogan Page! The Revenue Operations Manual: How to build a high-growth, predictable and scalable business: revenue operationsmanual.com."

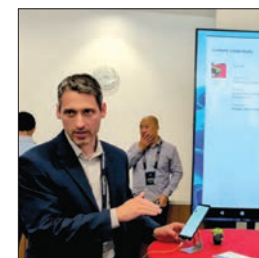
Rob Schult, of San Francisco, started a new job as VP of RevOps for Kindo (kindo.ai), a generative AI Series A startup focused on secure AI for enterprises.

2015

10th Reunion
APRIL 25-27, 2025

Sairam Jayaraman, of Bengaluru, India, updates, "I have taken retirement from corporate life but am taking very active interest in a variety of areas, like investment in passive income assets like real estate, developing my farmhouse, helping my spouse in building her catering business, and helping my daughter in building her yoga and nature cure business. One thing I'm realizing is that, however much your education matters, the thing that matters most is mental and physical health and to expand the capacity of your mind to dream and visualize. Till then, everything is on paper. Even our capability to put in the work is a function of this mental expansion."

2016



Adam Kerin, of San Francisco, joined Truepic as VP of marketing. "Truepic provides transparency into the

origin and edits of photos and videos," he notes. "Spurred by generative AI, this technology is now rolling out onto platforms like ChatGPT, Meta, LinkedIn, and more." See haas.org/Kerin.

2020

5th Reunion
APRIL 25-27, 2025

Naresh Vemparala, of Fairfield, Calif., announces the launch of a new venture, Stratum Health Partners, "a specialized consultancy dedicated to transforming health care through expert project and program management," he writes. "Drawing on over two decades of experience in healthcare IT and project management, I started this consultancy to help healthcare organizations navigate complex initiatives and achieve meaningful outcomes. Our focus is on delivering tailored solutions that drive innovation, enhance patient care, and improve operational efficiency. This new chapter feels like a natural extension of my career, and I am thrilled to bring my vision to life." Contact support@stratumhealthpartners.com to learn more.

2024

1st Reunion
APRIL 25-27, 2025

MFE

2013



Arnab Chakrabarti, of Milpitas, Calif., co-founded Be Happy Be Wealthy, "with the goal of spreading information

on wealth and happiness," he updates. "I plan to write a book of the same title."

2014

Abhay Srivastava, of Lucknow, India, writes, "I currently manage my own investment advisory firm. My firm's strategy is focused on capital preservation and compounding returns over the long-term. My fee structure for qualified clients consists of a 0% management fee and a performance fee of 25% of the profit above an annual rate of 6%, subject to a high water mark. I believe this allows for maximum alignment with partners. (This program is offered only to clients that meet certain requirements to be able to participate in being charged performance-based fees.) For non-qualified clients, I have a 0.5% management fee. I would welcome the opportunity to connect with interested alumni to discuss my investment philosophy and firm. I can be reached at abhay@asinvpntners.com

PHD

1986

Cathy Goodwin, of Philadelphia, wrote a book, *When I Grow Old I Plan To Be A Bitch*, and blogs about getting older at AginginSneakers.com. "Last year, I had an amazing vacation in Budapest, Hungary."

2022

Akram Aburas, of Riyadh, Saudi Arabia, updates, "We have spun off four subsidiaries this year, and I am leading them all at group level. This involves the formation and the leadership of the new subsidiaries through their boards and C-level management. We are testing a very robust and high-end data analytics tool aligned with the top five in the world and plan to launch it for public use in 2025. Happy to see my children utilizing my knowledge and skills while pursuing their graduation and career in Saudi Arabia."

IN MEMORIAM



Nancy K. Lusk, BA 65 (psychology)

Haas benefactor

Nancy Kathleen Lusk, 81, a real estate developer and longtime Haas benefactor, died on September 13 in Laguna Beach, Calif.

As CEO of The Lusk Company and M.A.N. & Associates, Lusk oversaw the construction of residential, commercial, and industrial buildings across Southern California. As a philanthropist, Lusk positively transformed the lives of generations of UC Berkeley students. She served on the advisory boards of the Haas School of Business, the Fisher Center for Real Estate, the School of Public Health, and the College of Natural Resources at UC Berkeley. She was also a trustee of the UC Berkeley Foundation, earning the prestigious title of Berkeley Fellow, and a recipient of the Wheeler Oak Meritorious Award in 2000 and 2003. Read her full obituary: haas.org/lusk-obit.

Betty Jane Riley Huhn, BS 50
William Owen, BS 53
John Stooob, BS 56
Gordon Dohemann, BS 57
Alan Lazar, BS 57, MBA 71
David Jorgensen, BS 61

Henry Shain, BS 62
Richard Hanna, BS 64
Gary Levin, BS 70
Arthur Sheaxer, MBA 70
Richard Grialva, MBA 72
Paula Bishop, MBA 83

Ken Sunoo, BS 86
Trudy Ausfahl, friend
Richard Deihl, friend
Dresden John, former staff
Robert Katz, friend



HAAS PERKS

UPCOMING EVENTS

Visit haas.berkeley.edu/events for event status.

- ONLINE DEAN'S SPEAKER SERIES**
View upcoming speakers and watch past events
haas.org/dss
- OAKLAND 2ND ANNUAL HAAS BLACK COMMUNITY SOCIAL**
February 12, 2025
- WORLDWIDE BIG GIVE**
March 13
- BERKELEY WOMEN IN LEADERSHIP CONFERENCE**
March 7
- HAAS FINTECH CONFERENCE**
March 16
- BERKELEY PLAY CONFERENCE**
March 15
- ENERGY INSTITUTE'S POWER CONFERENCE**
March 21
- BERKELEY ASIA BUSINESS CONFERENCE**
March 22
- MBA REUNION WEEKEND**
April 25-27
- ALUMNI CONFERENCE**
April 26
- Adan Martinez, PhD 25 (political science); Lupe Gallegos-Diaz, director of UC Berkeley's Chicana Latinx Student Development Center; Lizet Ceja, BS 19; and Oscar Olivas, BS 05, at the official launch of Somos Haas Alumni, the newly formed Berkeley Haas Latinx Affinity group, in September.

PHOTO: KATELYN TUCKER

Your donations mean the world to Berkeley Haas.

THANK YOU

See how your generosity was put to good use in our Annual Report of Private Giving.
annualreport.haas.berkeley.edu

LATEST ISSUE!
20 Years of Open Innovation, featuring a retrospective from open innovation pioneer **Henry Chesbrough, PhD 97.**
cmr.berkeley.edu

GO BEYOND YOURSELF

Haas community X Your expertise + Not as much time as you'd think

HUGE IMPACT

Giving back to Berkeley Haas can be as simple as sharing your story and offering perspective. Opportunities include mentoring a student, judging a case competition, providing your experience as a class guest speaker, and more. Learn how to give an hour, a day, or more: haas.org/volunteering

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JAN. TO MARCH READ:
Homegoing by Yaa Gyasi, a sweeping saga that traces the generations of a family, eventually revealing the legacy of slavery in the present day.

JOIN AT
pbc.guru/Berkeley



Name College Applicant

Date 2025



1926 The SAT is administered for the **FIRST TIME TO ABOUT 8,000 STUDENTS**, a supplement to essays already required by the College Board, which continues to oversee standardized testing today.

- 1926 (A) (B) (C) (D) (E)
- 1927 (A) (B) (C) (D) (E)
- 1928 (A) (B) (C) (D) (E)
- 1929 (A) (B) (C) (D) (E)
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- 1965 (A) (B) (C) (D) (E)
- 1966 (A) (B) (C) (D) (E)
- 1967 (A) (B) (C) (D) (E)

2010 Magoosh **WINS SECOND PLACE** in the Intel+UC Berkeley Entrepreneurship Challenge.



2013 Co-founder Hansoo Lee (center) dies of cancer at age 35. Parikh (right), Pour-Moezzi (left), and Lee's fiancée start the **HANSOO LEE FELLOWSHIP** to support aspiring entrepreneurs at Haas.

2016 With a team of 25, Magoosh ranks No. 186 on the prestigious Inc. 5000, placing it in the **TOP 4% OF FASTEST-GROWING COMPANIES** nationwide.

2019 Magoosh CEO Bhavin Parikh is named one of three **BERKELEY VISIONARIES** by the Berkeley Chamber of Commerce.

2020 Over **500,000 STUDENTS** have chosen Magoosh for their paid test prep.

- 1992 (A) (B) (C) (D) (E)
- 1993 (A) (B) (C) (D) (E)
- 1994 (A) (B) (C) (D) (E)
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- 1996 (A) (B) (C) (D) (E)
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- 2019 (A) (B) (C) (D) (E)
- 2020 (A) (B) (C) (D) (E)
- 2021 (A) (B) (C) (D) (E)
- 2022 (A) (B) (C) (D) (E)
- 2023 (A) (B) (C) (D) (E)
- 2024 (A) (B) (C) (D) (E)
- 2025 (A) (B) (C) (D) (E)

2009 While still Haas students, the co-founders release **MAGOOSH'S FIRST PRODUCT**—GMAT math practice questions with video explanations.

2011 In collaboration with Bay Area nonprofit groups, Magoosh distributes **800 FREE SAT PREP ACCOUNTS** to local high school students.



2024 The College Investor lauds Magoosh as "Best for Digestible Study Sessions" based on its self-paced ACT course and guided coursework. *Forbes* names Magoosh the **"BEST GMAT PREP COURSE OVERALL."**

Magoosh

Leveling the playing field on entrance exam prep

BY ANDREW FAUGHT

SINCE 2009, BERKELEY-BASED MAGOOSH, CO-FOUNDED by a trio of MBA 2010 graduates—Bhavin Parikh, Pejman Pour-Moezzi, and the late Hansoo Lee—has helped more than 10 million students level the playing field on prep for entrance exams such as the SAT, ACT, GRE, GMAT, TOEFL, and LSAT. Unlike pricy prep classes, which often cost thousands, Magoosh starts at around \$130. Thousands of practice questions and video lessons yield a guaranteed 70-point score improvement—or money back. Now at \$10 million in revenue, Magoosh—a play on the Persian word *magush*, describing a wise person—boasts students in 185 countries who have watched 13 million hours of practice videos and taken 550 million practice questions.

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