

A photograph of a young woman in a graduation cap and gown, smiling and holding up her diploma. She is surrounded by other graduates in the background.

YOUR IMPACT OF GIVING TO HAAS

University of California, Berkeley
Haas School of Business

2017–2018
ANNUAL REPORT
OF PRIVATE GIVING

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A complete honor roll of donors from July 1, 2017, to June 30, 2018,
is available online at haas.berkeley.edu/annualreport.



Dear Alumni and Supporters,

As these pages illustrate, Berkeley Haas has much to be grateful for. In FY18, all of our academic programs ranked in the top ten. Total philanthropic giving reached \$40 million—exceeding our \$30 million goal—and we saw record years for the Haas Fund, the Big Give, alumni leadership-level gifts (those over \$1,500), and class gift campaigns.

A multimillion dollar, five-year grant funded by Ripple will support faculty and student research and activities on blockchain, cryptocurrency, and payment systems (p. 8). A new Center on Equity, Gender, and Leadership has been launched with generous funding from alumni, companies, and friends of Haas (p. 2). The endowed Trione Student Venture Fund ensures grants to early stage Haas startups (p. 9). And the Dean Lyons Faculty Leadership Fund will help recruit, retain, and develop a new generation of early and mid-career faculty leaders (p. 6).

None of these successes would have been possible without the leadership of Rich Lyons, BS 82, whom we celebrated throughout the year—his final one as dean of Berkeley Haas. Rich is a beloved member of our community, and even though he'll no longer sit in the dean's suite, his legacy at our school will continue.

As we look to the year ahead, I'm pleased to welcome Dean-designate Ann E. Harrison, BA 82 (economics and history), who will begin her tenure in January 2019. She has been meeting with members of the community as she starts to craft her vision for Haas. One thing is certain, we will work to strengthen the sense of belonging and inclusion at Haas among students, faculty, and staff from underrepresented communities, while equipping all students to lead in a diverse and inclusive world.

Together we help Berkeley Haas thrive. Thank you for your support.

Sincerely,

A handwritten signature in cursive ink that reads "Laura D. Tyson".

LAURA D'ANDREA TYSON
INTERIM DEAN, BERKELEY HAAS

YOUR GIFTS TO BERKELEY HAAS

Thanks to your generosity, Berkeley Haas is positioned to become a leading business school for the pairing of business and STEM.

Partnering our top-rated business program with some of the most highly ranked STEM (science, technology, engineering, math) programs at UC Berkeley was top of the list among gifts to the Haas School of Business. Donor support launched our new Management, Entrepreneurship, & Technology dual-degree program in business and engineering and a similar program this year pairing biology and business.

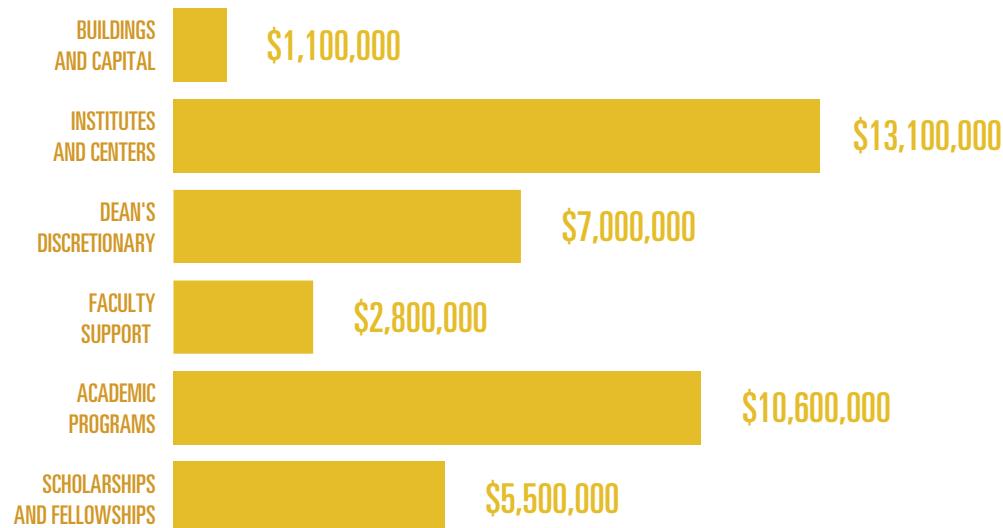
Additionally, thanks to a grant from Ripple, Berkeley Haas will be advancing our understanding of how blockchain technologies are transforming for-profit and social-sector industries and will be developing leaders who will bring these new ideas to market.

This year, donors like you helped found our new Center for Equity, Gender, and Leadership, helping Haas educate equity-fluent leaders who understand the value of different lived experiences and use their power to address barriers, increase access, and drive change for positive impact. And your support provided seed funding for student startups, catalyzed research in our institutes and centers, and helped us recruit top student and faculty talent.

7,981 Donors to the Haas School of Business this year.	#2 Spot reclaimed by the Haas undergraduate program in <i>U.S. News</i> .
43% Women in the 2020 class of Full-time MBA students.	8 Year anniversary of the Berkeley Haas Defining Leadership Principles.
47 THOUSAND People follow the Haas School of Business on Facebook.	7 New faculty research clusters including fintech, neuroscience, and culture.

GIFTS & PLEDGES TO THE HAAS SCHOOL OF BUSINESS

JULY 1, 2017–JUNE 30, 2018



A large, three-dimensional yellow dollar sign followed by the number "40M" in a bold, yellow, sans-serif font.

RAISED FOR BERKELEY HAAS FROM
JULY 1, 2017 TO JUNE 30, 2018



BUILDING A FOUNDATION FOR EXCELLENCE

The Haas School of Business reached new heights in the second year of its ambitious campaign to transform how leadership gifts impact the school.

In 2016, the Haas School of Business launched the Foundation for Excellence campaign and asked donors to make a three-year commitment to the Haas Fund at the Haas Leadership Society level. The response was overwhelming. In just two years, nearly 200 donors came forward and pledged over \$3 million for the school.

By making a three-year commitment, each gift compounds year after year, creating a foundation to increase our school's excellence, societal impact, and reputational strength. Supporters of the Foundation for Excellence campaign were celebrated at a special dinner in June featuring a fireside chat about leadership with Dean Rich Lyons and now-Interim Dean Laura Tyson.

The campaign was bolstered by the final year of the Leadership Challenge, which matched dollar-for-dollar gifts of \$2,500 or more. The Leadership Challenge also inspired two more donors to step forward with matching gift challenges.

Donors to the Foundation for Excellence campaign and Leadership Challenge represent some of the most loyal supporters of the school. They are investing in the mission and strength of Berkeley Haas, now and into the future.

191	Donors who pledged to the Foundation for Excellence campaign	3 YEAR	Commitments to give to the Haas Leadership Society
\$3 MILLION +	Raised for the Haas Fund through the Foundation for Excellence	\$1 MILLION	Matched through the Leadership Challenge
162	Donors who accepted the Leadership Challenge	2	New Leadership Challenges inspired

THE HAAS FUND

Year after year, your support keeps our programs and students exceptional, our faculty on the leading edge, and our school top ranked.

The Haas School of Business is a top-ten business school because thousands of alumni and friends give each year. Gifts from \$10 to \$100,000+ all add up to a competitive edge for our school. Thanks to you, we can recruit up-and-coming faculty, enhance our programs, create new benefits for our alumni, and attract the best students. Compounding that support year after year means it truly becomes our margin of excellence.

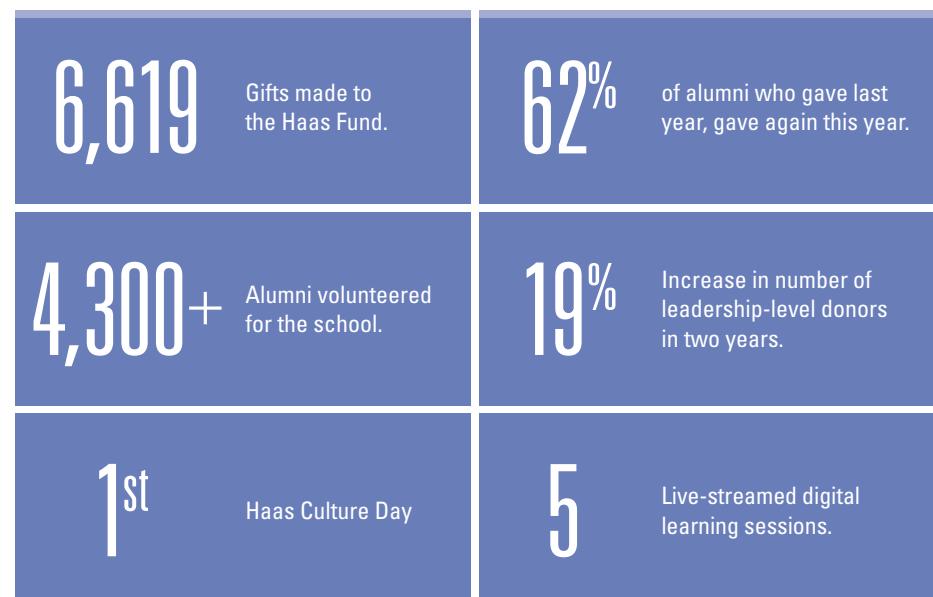
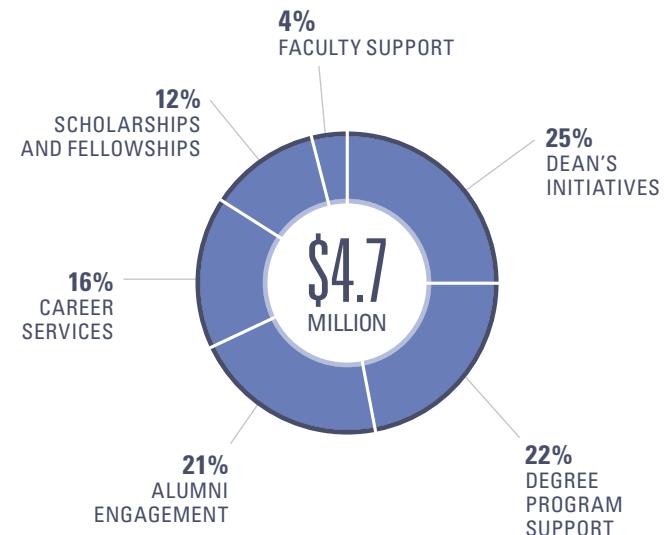
This year, you gave a record-breaking \$4.7 million to the Haas Fund—the most raised in a single year. Thanks to your support, we welcomed three new rising-star faculty members to Haas. We provided seed funding to 20 new student startups. We added new courses in big data and design thinking. We welcomed a record number of MBA students and new freshman admits to our undergraduate Management, Entrepreneurship, & Technology program. And we held more digital learning opportunities for our global alumni network, including an “Influence Lab” with Professor Cameron Anderson.



\$4.7M

CONTRIBUTED TO THE HAAS FUND
FROM JULY 1, 2017 – JUNE 30, 2018

SUPPORT WITH AN IMMEDIATE IMPACT



THE BIG GIVE

Haas raised over \$2.8 million during the fourth annual Big Give campaign

During the 24-hour campuswide fundraising campaign on March 8, 2018, a record total of \$2,808,701 poured in from 610 gifts to support students, faculty, and campus programs at Haas. Thanks to the generosity of our community, Haas doubled the amount raised during last year's Big Give and quadrupled the amount from the year before.

The Big Give began in 2014 to give the entire UC Berkeley community—alumni, parents, students, faculty, staff, and friends—the chance to come together to support their favorite schools and programs and to compete for prize money. This year, campus awarded Haas an additional \$15,469 for placing third overall and for winning the most number of gifts to one fund (Haas Fund).

48	Gifts to Haas per hour during peak hours
610	Gifts to Haas during the 24 hours
50%	Increase in number of staff giving to Haas
1996	Class that donated the most to the Big Give this year
\$22.4 MILLION	Raised for UC Berkeley during the Big Give
8,646	Gifts to UC Berkeley during the 24 hours



\$2,808,701
RAISED FOR BERKELEY HAAS DURING THE BIG GIVE

PASSING THE BATON

Faculty Leadership Fund allows next dean to compete for top faculty talent

During his final year as dean of Berkeley Haas, Rich Lyons, BS 82, voiced a hope for his successor: a dean's discretionary fund for recruiting and retaining up-and-coming faculty. The need is pressing. Peer business schools can offer faculty six-figure annual budgets for research. The fund Dean Lyons envisioned would allow Haas to remain competitive, promote new innovative thinking, and incentivize multidisciplinary activities.

Upon hearing this, the Haas School Board began a peer-led campaign to bring the fund to fruition. Thanks to the hard work of committee members Tony Chan, BS 74; Ted Janus, BA 83, MBA 94; Constance Moore, MBA 80; Jerry Weintraub, BS 80, MBA 88; and Brett Wilson, MBA 07, the board achieved 100 percent participation

and raised \$2 million in gifts and pledges for the Dean Lyons Faculty Leadership Fund to help recruit, retain, and develop a new generation of early and mid-career faculty leaders. The fund also garnered support from alumni, students, faculty, and friends of Haas during Lyons' *Berkeley Leader: Live!* international tour.

"I felt inspired because Rich is doing what he preaches with the four Defining Leadership Principles. This is so Beyond Yourself," says board member Chan, the owner and general partner of Worldco. "The fact that it was relatively easy to raise this money shows how important board members feel this initiative is. We really applaud Rich Lyons for thinking of this as a way for the next Haas leader to get a head start."





Rich Lyons, BS 82, found numerous opportunities to serenade crowds as dean, especially during his final year. He also articulated an important fundraising initiative: a discretionary fund for his successor to recruit and retain early and mid-career faculty. The Haas School Board responded with 100 percent participation and \$2 million in gifts and pledges for the Dean Lyons Faculty Leadership Fund.



WINNING WITH FACULTY

With a strong faculty comes the reality that peer institutions will try to entice them away. Because of donor support, Berkeley Haas retained two top faculty members in FY18 who received competitive offers from private schools. Thanks to startup packages made possible by donor gifts, Berkeley Haas was also able to hire three new assistant professors, considered rising stars in their fields. Giovanni Compiani (shown left) is developing more accurate ways to predict consumer behavior. Anastassia Fedyk (center) looks at how financial news influences markets. And Matteo Benetton (right) investigates the unintended consequences of mortgage market regulations.

THE END OF THE TOUR

The *Berkeley Leader: Live!* celebrated Dean Rich Lyons, BS 82, as he toured the globe thanking alumni for their support. With stops in Tokyo, Seoul, London, New York, Los Angeles, Santiago, and the Bay Area and live-streamed events, Lyons enchanted audiences with his acoustic guitar and offered reflections on leading Haas as well as thoughts on educational technology, culture, fintech, and more. Thank you notes signed by well-wishers were collected into a keepsake book for Lyons.

FUELING THE BLOCKCHAIN CRUSADE

Berkeley Haas champions our student stars in fintech

Ashley Lannquist, MBA 18, entered the Full-time Berkeley MBA Program eager to study fintech, specifically blockchain, the decentralized ledger system originally used for digital-money transactions but now spanning myriad industries. By graduation, Lannquist had capitalized on every available opportunity—and created new ones for the Haas community.

In addition to Haas courses, Lannquist co-founded the Haas FinTech Club, one of the most popular student-run organizations in recent school history, which hosts industry speakers and visits fintech firms. She also joined the campus' Blockchain at Berkeley student group; consulted for companies; co-founded a large consortium for automakers to innovate with blockchain; and co-founded Berkeley Executive Education's Blockchain Unlocked program, among other achievements.

Like Lannquist, waves of students are seeking more blockchain-related learning opportunities, and Haas is now a world-class center for fintech research and teaching.

Last spring Haas partnered with Berkeley's School of Law and College of Engineering to offer Blockchain, Cryptoeconomics, and the Future of Technology, Business, and Law. The pioneering interdisciplinary course was a runaway success, earning mention in *The New York Times*.

Haas also won a multimillion dollar, five-year grant supporting faculty and student research on blockchain, cryptocurrency, and payment systems, as well as conferences, competitions, and speakers. This University Blockchain Research Initiative, housed in Haas' Institute for Business & Social Impact and working closely with the Berkeley Master of Financial Engineering Program, is funded by Ripple, a San Francisco company using blockchain to move money globally.

As for Lannquist, she landed a dream job: blockchain project lead at the World Economic Forum. Congratulations, Ashley!





Ashley Lannquist and Caitlyn Driehorst, MBA 18s, were the first Haas FinTech Club co-presidents. The club's first four vice presidents were also women—making it a standout in the male-dominated fields of finance and technology. Founded in fall 2016, the popular club aims to promote and support the next generation of fintech leaders in the Bay Area.



TACKLING GLOBAL FOOD CHALLENGES

Demand for food is forecast to increase alarmingly—an extra 2 billion people are projected to inhabit Earth in 2050. Enter the Sustainable Food Initiative at Haas' Center for Responsible Business. The SFI is the hub for sustainable food entrepreneurship, innovation, and responsible leadership at Haas and engages cross-campus with the Berkeley Food Institute. Recent gifts from Jonathan Sebastiani, BCEMBA 11, founder of Krave Jerky, and John Foraker, MBA 94, co-founder and CEO of Once Upon a Farm, will enable the SFI to expand its programs—including the Edible Education course, Food Venture Lab, and the Food@Haas Speaker Series.

BOOSTING ENTREPRENEURSHIP AT HAAS

Three years ago, the dean's office began providing grants to early stage Haas startups. Now every future Haas student with entrepreneurial ambitions will be able to vie for the \$5,000 awards. Vic Trione, MBA 70, endowed the Trione Student Venture Fund with a \$3 million gift. Twenty grants will be given each year. Among this year's 70 applications were numerous blockchain teams (two won grants) and students focused on solving daily problems, such as tracking surgical instruments and automating legal billing.

CLASS ACTS

Record-setting MBA class campaigns leave legacies of giving

Graduating MBA students were determined to leave a lasting impact on Berkeley Haas—and they did so in unprecedented ways.

The full-time Berkeley MBA Class of 2018 brought in the highest number of leadership-level gifts (\$500 or above)—a 169 percent increase over the previous record. Student donations funded three additional scholarships for second-year students committed to diversity and leadership. The class wanted to honor Haas' student-driven culture and classmates' initiatives, especially those advancing efforts related to diversity and inclusion, says Chen Song, MBA 18, FTMBA philanthropy committee lead. "We wanted to keep those options open for future students."

Evening and weekend MBA students in the Class of 2018 reached 80 percent participation—a 43 percent increase over the previous high—and increased

leadership-level donors by 267 percent. "The campaign's secret sauce was our cohort competition," says Rachel Giustina, MBA 18, EWMBA VP of philanthropy. But face-to-face interactions were also important. "There were so many aha moments with people who didn't realize the impact of the Haas Fund," she says.

One classmate's tragedy (see story at right) helped spur students in the Berkeley MBA for Executives Program to attain 100 percent participation for the first time. The \$146,000 raised was a 111 percent increase over the previous year. Unsettled that little venture capital goes to women and underrepresented minorities, the class gift supports underrepresented entrepreneurs and social impact startups. "My class is diverse and many have entrepreneurial ambitions," says Tina Summers, EMBA 17, VP of philanthropy. "We wanted to help make a difference."





Members of the EMBA Class of 2017, which raised \$146K in memory of a classmate's daughter. A class Diwali celebration (shown on poster) helped raise some of the money. All three Berkeley MBA programs: full-time, evening and weekend, and executive MBA posted record years for their class campaigns, showcasing their network and philanthropic strength.



HELPING UNDERGRADS RISE

Fourteen years ago, 4.6 percent of Haas undergrads were underrepresented minorities (URM). Thanks to the admissions outreach program RISE (Reach, Inclusion, Service, Equity), the number of African American, Hispanic American, and Native American students is now 14.5 percent for those entering in fall 2018. RISE's monthly meetings for Berkeley students feature Haas URM students and alumni, with an aim of building a coalition to educate Berkeley freshmen about the opportunities at Haas.

Shown: Students and Asst. Admissions Director Mary Balingit (top row, second from right) at a fall RISE event.

EMBA MEMORIAL GIFT UNIFIES STUDENTS

When Sumit Shah, EMBA 17, and his wife, Astha, lost their newborn to a rare heart condition, classmates in the Berkeley MBA for Executives Program rallied to honor the baby's spirit. The Sanaya Shah Memorial Fund is earmarked for underrepresented entrepreneurs and social impact startups. "My wife and I are honored by this class gift that will fuel entrepreneurs and startups making a real difference as a way to fulfill our daughter's potential," says Sumit, co-chair of the memorial fund.

HAAS LEADERSHIP SOCIETY

Thank you for investing in the success of our students. You make Berkeley Haas one of the leading business schools in the world.

The Haas School of Business recognizes donors at the following Haas Leadership Society levels:

\$100,000+	DEAN'S VISIONARIES CIRCLE
\$50,000 – \$99,999	DEAN'S STRATEGISTS CIRCLE
\$25,000 – \$49,999	DEAN'S ADVISORS CIRCLE
\$10,000 – \$24,999	DEAN'S INNOVATORS CIRCLE
\$5,000 – \$9,999	HAAS PARTNERS CLUB
\$2,500 – \$4,999	HAAS DIRECTORS CLUB
\$1,500 – \$2,499	HAAS ASSOCIATES CLUB*

The following honor roll places individuals in Haas Leadership Society levels based on gifts, pledge payments, and matching gifts or pledges received from July 1, 2017, to June 30, 2018. Donors may be recognized posthumously.

For a complete honor roll of donors to the Haas School of Business, including lists based on class year, visit haas.berkeley.edu/annualreport.



*Students and young alumni qualify for the Haas Associates Club at special levels.



DEAN'S VISIONARIES CIRCLE**\$1,000,000+**

Connie Chen & Kevin S. Chou, BS 02
Lisa M. & Douglas E. Goldman, BA 74
Charles B. Golson, BA 67, MBA 70
Ann M. Goode, BS 56
Carl D. Jacobs, BS 65
Marguerite L. Johnson, BA 60 & S. Allan Johnson, BS 59, MBA 69
Stephanie B. Robinson, BA 89 & Mark J. Robinson, BA 88
Karen & Victor S. Trione, MBA 70
Anonymous

DEAN'S VISIONARIES CIRCLE**\$500,000–\$999,999**

Barbara Bass Bakar
Helen C. Bulwik, BS 71, MBA 72
Marie-France & Rene M. Kern Jr., BS 86
Donna & Liong Tek Kwee, BS 68
Gilbert Michael Meyer, MBA 70
Marie Lozano & Andrew J. Sheppard, MBA 04
Zanna & Tomek Ulatowski, MBA 73
Chak M. Wu, BA 94
Chua S. Har & Hsioh K. Wu
Anonymous (3)

DEAN'S VISIONARIES CIRCLE**\$100,000–\$499,999**

Kay & David A. Aaker
Margo N. Alexander, BS 68
Prescott H. Ashe, BS 90
Richard I. Becker, BS 51
Sharon S. Bonner-Brown & William E. Brown, BS 66
Dennis D. Carlston, BS 69, MBA 72
Ellen D. Chan, BA 73 & Anthony Y. Chan, BS 74
Angela & Shu Kai Chan
Donna W. Colson, BA 86, MBA 94 & Eric Colson
Sandra & Joel A. Damiani
Barbara J. Desoer, MBA 77 & Marc J. Desoer, BA 74, MBA 76
Stephanie W. & James A. Gamble, MBA 92
Sue Glueck
Elena M. Gomez, BS 91 & Juan L. Gomez
Nancy M. Green, BA 83 & Bartley C. Green
Samantha F. Chien, BA 97 & Kai P. Huang, BA 94
Ted Janus, BA 83, MBA 94 & Kathleen Kelly Janus, BA 00, JD 03
Denise L. & Joseph Jimenez Jr., MBA 84
Jong & Dong Koo Kim
Waiphin & Liong Seen Kwee, BS 74
Annie Kuo & Roger Liang
Matthew S. Levin, BS 88
Nan Yang & Fei Liu
Hong Qi & Wengu Liu

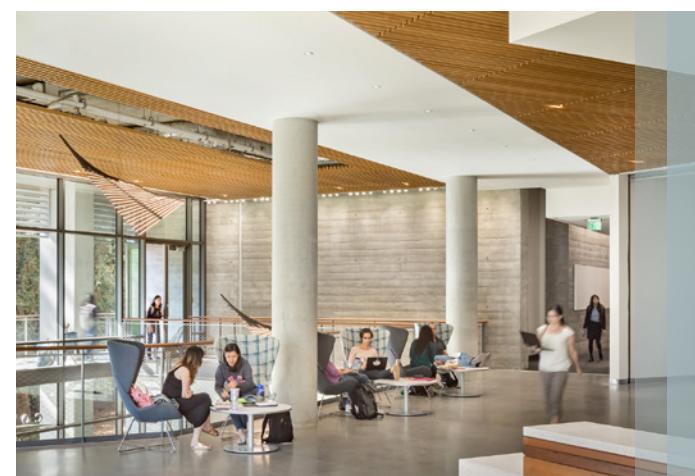
Gail J. Maderis, BS 78

Carol K. Meyer, BS 69, MBA 71
Semira & Mark Moshayedi
Kathryn D. O'Connor, BA 98, BS 98 & John Gardner
Sandra L. & Paul S. Otellini, MBA 74
Camille S. & Edward E. Penhoet
Carolyn S. Pomerantz, BA 82 & Gary M. Pomerantz, BA 82
Valerie & Christian Puscasiu, BS 94
Gabriela Perez-Rocchietti & Carlos Rodriguez-Pastor Jr., BA 83
Swati Mylavarapu & Matthew L. Rogers
Norman W. Schlinger, BS 75
Komal Shah, MBA 97 & Gaurav Garg
Eileen Roggin-Shields & Kevin A. Shields, BS 82, MBA/JD 85
Roshni & Jagdeep Singh, MBA 90
Amy Slater, BA 88
Allan G. Spivack, MBA 79
Ann M. Stock Zakaria, BA 79, PhD 86 & Arshad Zakaria
Carl J. Stoney Jr., BS 67, JD 70, MBA 71
Shelly A. Thigpen, BS 78 & Peter L. Thigpen
Melody H. & Jerald M. Weintraub, BS 80, MBA 88
Marisa M. & Brett J. Wilson, MBA 07
David W. Witter, BA 10
Richard A. Witter, BA 90
Judy S. & Robert W. Witter Jr., BS 82

Tao Zhang**Raymond Y. Zhao**

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Ellen R. & Richard L. Sandor
Alison P. Schneider, BA 59 & Thomas C. Schneider, BA 58, MBA 62

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DEAN'S ADVISORS CIRCLE
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Sherri Smith Bullard BA 72 & Jed Bullard BS 71**Carolyn P. & Cary P. Butcher**
Christina & David P. Butler, BS 86, MBA 90**Robert D. Cantz, BS 80, MBA 85**
Carolyn J. Carlson, BA 63 & Timothy E. Carlson, BS 63**Susan C. Chamberlin, MBA 87 & Stephen W. Chamberlin****Robert I. Chaplin, MBA 92**
Donna M. Coit, MPH 72 & R. Ken Coit**Evon C. & Thomas F. Cooper, MBA 80****Michael A. Covarrubias****Nathaniel E. David, PhD 98**
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JD 83, MBA 99 & Bernard
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Betty & William A. Hasler
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Susan S. Shuster, BS 76 &
Bradley M. Shuster, BS 76
Rowena L. Singer, BA 88 &
Marc E. Singer, BS 86
Clarence So, MBA 98
Patti L. & David A. Stadlin,
MBA 92
Cynthia A. Strauch, MBA 86 &
Richard C. Strauch, MBA 85
Ron D. Sturzenegger

Patricia & Owatha L. Tatum,
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Shane Tedjarati
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MPH 98 & John Mecklenburg
Elizabeth J. von Emster, BA 89
& Kurt von Emster
Margaret & Torrance L.
Wallace, BS 47
Patti L. Wang, BS 97 & Howard
H. Wang, BS 97

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\$10,000–\$24,999

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Diana Nelson & John Atwater
Nicholas J. Azrack
Pamela J. & Todd D. Bakar,
BA 86
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Stephen A. Barlock
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Berkes
Kate A. & Jon R. Berquist
Heidi & Joshua M. Bersin,
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Herman L. Boschken, BS 66,
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Ronda E. Breitbard, BA 63 &
Stanley H. Breitbard, BA 60,
MBA 63
Kathleen E. & Anthony J.
Brekke, MBA 03
Charles R. Brindell
Joshua Brown
Monica S. Brown, MBA 03
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Henry Bullock
Shannon L. & David J. Butler
Dustin Calkins
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MBA 79 & Edward B. McAlpine
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BS 81, MBA 89
Asha & Vinod Chandrashekaran,
MS 90, PhD 94
William Chatham
Ann A. Devereux, BA 76 &
David A. Cheit, BA 74, JD 85
June A. Cheit
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Mitchell D. Clarfield
Andrew P. Cohen
Wendy C. & Victor J. Coleman,
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MBA 00 & Noah J. Doyle,
BA 89, MBA 96
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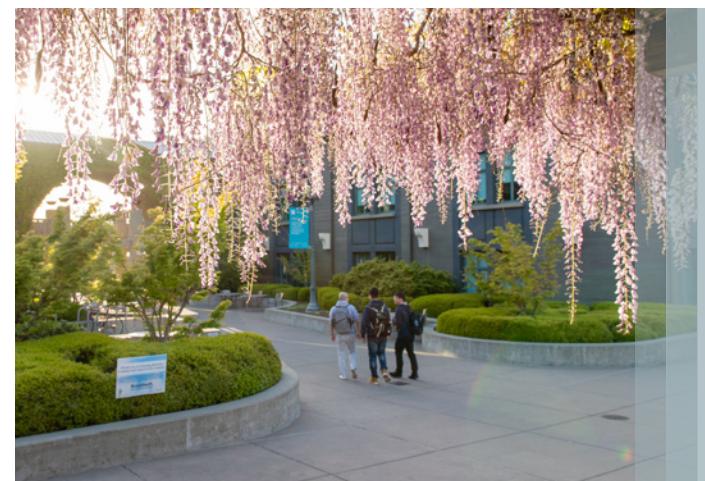


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Monica Stevens, MBA 96, promotes diversity and inclusion at Haas

Monica Stevens, MBA 96, has shaped and guided Berkeley Haas' diversity and inclusion efforts for many years. She founded the Alumni Diversity Council in 2012 and, since that time, Haas has incorporated diversity and inclusion into its strategic business plan, hired a director of diversity initiatives, and added courses helping students manage diverse teams. Stevens continues to be a trusted advisor to students, alumni, and administrators, generously offering her leadership as the school evolves in the areas of diversity and inclusion.

The volunteer council, led by Stevens and vice chair Brett Conner, MBA 12, has grown to 20 alumni members across academic programs. They discuss high-level initiatives and how to positively impact current students and reach out to and recruit prospective students. Council members also engage with fellow alumni to increase participation and encourage networking with current, admitted, and prospective students. Stevens, a senior VP for Wells Fargo Merchant Services, also hosts and supports diversity gatherings.

For her efforts, Stevens was awarded the 2017 Raymond E. Miles Alumni Service Award, the school's highest volunteer honor. She is the first African-American woman to receive it.

Berkeley Haas is grateful to the thousands of alumni who volunteer and promote the Haas School around the world.



Monica Stevens, MBA 96, the Raymond E. Miles Alumni Service Award winner, with Former Dean and Professor Emeritus Raymond Miles

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The Defining Leadership Principles are literally embedded into the Berkeley Haas experience. They are etched into the O'Donnell Courtyard and, as of last June, *Question the Status Quo*, *Confidence Without Attitude*, *Students Always*, and *Beyond Yourself* were etched into the Bakar Faculty Building by Cronk Gate. The idea for the display grew out of the culture champions committee and signals the importance of our Defining Leadership Principles to our community.

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